



**IT STRATEGIC PLAN  
FY2005 – 2009**



### **Message from the Chief Information Officer September 2004**

We live in a transformative era, one in which the dynamic nature of information is becoming far more strategic than ever before. This transformation is upon us because information can now be ubiquitous. It can be collected from the swipe of a card. It can be delivered or accessed with the touch of a button. And it can be processed in seconds, not days. But what matters is not the availability of data itself. What matters is how we use data to make informed decisions. And we at the U.S. Small Business Administration (SBA) believe that information should be used to enable more effective decision-making, to determine, for example, which programs are best meeting the needs of our customers, which customers may need a greater breadth of our services, which channels are most effectively distributing our services, and how well we are truly performing in our quest to positively impact the Nation's economy.

When information can be used for this fundamental level of decision-making, we can truly transform our Agency into what we envision ourselves becoming: a high-performance Agency. A high-performance Agency is one that meets its statutory obligations and its stakeholder expectations in the most cost-effective way possible. It continually strives for more and better outcomes for less and less costs. It extracts maximum value from every resource expended. In the process, it transforms service delivery, unafraid to discard old business models and processes that no longer work in favor of newer information-driven processes.

It is no trivial matter that "information" is a key word in "Chief Information Officer" and "Information Technology professional." Even now, we are increasingly asked to analyze information, not just provide data. We are increasingly involved in business strategy, business process management and customer relations. And we are increasingly leading the charge in the face of finite resources to maximize our operations and make investments in business-driven strategic information technology initiatives.

How we enable the effective use of information in a high-performance Agency is through information technology. And thus information technology extends greatly beyond the tangible cables and wires that interconnect the Agency. Information technology powers our connections with our customers, from connections made in a field office with a networked SBA representative to connections made online downloading information with the click of a mouse.

Therefore, we believe that the true value of technology is a matter of perspective. If technology is treated only as a commodity, or as simply an overhead cost to control, its impact will be minimal. However, SBA's perspective is that when technology is treated as an investment in information, and as a true conduit for value-added information, it can progress us more surely toward our mission.

A great deal of work needs to be done to make this vision a reality. We call on all who work for the SBA to help us succeed.

Stephen D. Galvan  
Chief of Staff  
Chief Operating Officer

Jerry E. Williams  
Acting Chief Information Officer



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## 1 Executive Summary

America's future holds no doubt of prosperity when entrepreneurs and small businesses find opportunities to flourish and contribute to their local economies. When these future small business owners seek information from the U.S. Small Business Administration (SBA), they should be able to retrieve the information needed through the internet and submit an online application without difficulty. When these growing businesses pursue a Federal contract, their proprietors should be able to easily track their submission through a web interface. When contractors decide to apply for a surety bond guarantee, they should be able to apply through the internet and quickly receive a pre-determination of eligibility. When those affected by a disaster turn to the SBA for economic relief, they should be able to be rapidly approved for a loan. When a counselor in the [Service Corps of Retired Executives \(SCORE\)](#) speaks with an entrepreneur in a community Small Business Development Center (SBDC), that counselor should be able to efficiently access the necessary records to best serve the customer.

These scenarios depend on one core requirement, which is the management and dissemination of information, and dovetails with the Administrator's vision:

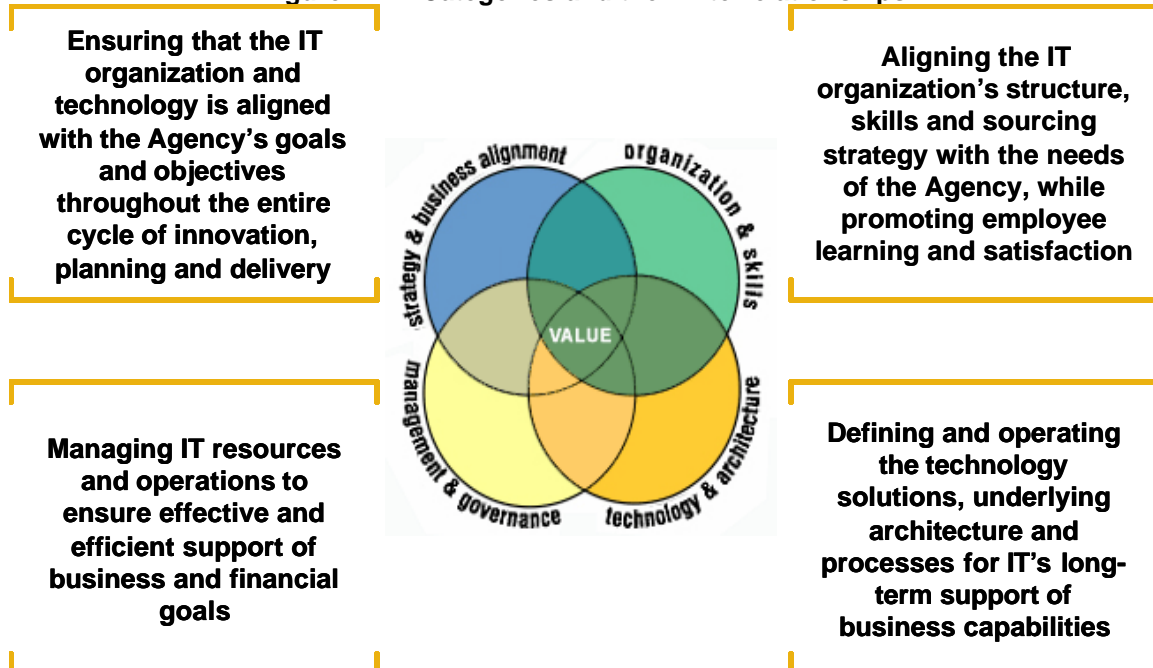
***The SBA must utilize innovation, technology, and our network of partners to reach and position ourselves closer to our customers, reducing the time required to meet their needs and improving program effectiveness.***

Thus, being information-driven is the mandate that drives the Office of the Chief Information Officer (OCIO), and is embodied in the OCIO mission:

***To foster an environment in which information and technology are used to support and enhance business decisions and Agency operations.***

In support of that mission and, more directly, in support of the Agency's mission, vision, goals, objectives, and strategies, this Information Technology (IT) Strategic Plan further identifies the IT implications of the business strategies and derives the IT initiatives that must be pursued. These IT initiatives are grouped in interrelated IT categories, which are described in Figure 1: IT Categories and their Interrelationships.

**Figure 1: IT Categories and their Interrelationships**



The IT initiatives by category are summarized in Figure 2: Summary of IT Initiatives.

**Figure 2: Summary of IT Initiatives**

<p><b>IT Strategy and Business Alignment</b></p> <ul style="list-style-type: none"> <li>❑ Continuing the alignment between IT and the SBA's Agency Strategic Plan</li> <li>❑ Positioning and utilizing the enterprise architecture as a management and governance tool</li> </ul>	<p><b>IT Organization and Skills</b></p> <ul style="list-style-type: none"> <li>❑ Managing the IT workforce centrally to ensure consistency in skill levels and service delivery, as well as manage costs more effectively</li> <li>❑ Continuing to transform the OCIO into a customer-focused support organization</li> <li>❑ Continuing to support Agency efforts to streamline and cut costs via competitive sourcing</li> </ul>
<p><b>IT Management and Governance</b></p> <ul style="list-style-type: none"> <li>❑ Supporting the tracking, measurement and management of performance, and tying performance with budget and investment decisions</li> <li>❑ Better managing IT-related contracts to maximize value and performance</li> <li>❑ Continuing to improve IT portfolio management, which will entail resolving issues of calculation and measurement and upgrading project management skills</li> <li>❑ Supporting the integration and modernization of financial analysis and reporting</li> </ul>	<p><b>Technology and Architecture</b></p> <ul style="list-style-type: none"> <li>❑ Implementing the tools and processes to utilize the enterprise architecture</li> <li>❑ Focusing on applications and the infrastructure</li> <li>❑ Establishing and implementing a robust cyber-security management program</li> <li>❑ Focusing on data analysis, management, and transformation capabilities</li> <li>❑ Supporting cross-agency and internal e-government solutions judiciously</li> </ul>

These OCIO initiatives represent a blueprint for implementing information technology that supports the SBA's Agency Strategic Plan. It thereby outlines a longer-term vision of the SBA as these plans come to fruition. By 2009, the OCIO's customers, both inside and outside the Agency, will interface with a quality-focused, highly productive, responsive organization, one that exceeds customer requirements through continuous improvements of both products and services. Initiatives in support of e-government will have reduced reliance upon, and, in some cases eliminated, inefficient paper processes. Electronic communications of applications and documents with our customers will occur seamlessly, facilitated by an integrated customer-facing approach, a modernized infrastructure, and Agency-wide systems that bring SBA closer to the small business community and resource partners. The Agency and the OCIO can measure its success when this vision has become a reality.



## 2 Introduction

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SBA's customers are a vast network of entrepreneurs and small businesses which provide 60-80 percent of the net new jobs every year, contribute more than half of the nation's gross domestic product, and generate myriad opportunities for Americans every day.<sup>1</sup> More than 20 million small businesses have received direct or indirect help from one or more SBA programs since 1953, as the Agency has become one of the government's most cost-effective instruments for economic development.<sup>2</sup> In fact, SBA's current business loan portfolio of roughly 269,000 loans and loan guarantees worth more than \$50 billion makes it the largest single financial backer of U.S. businesses in the nation.<sup>3</sup> SBA also serves victims of disasters, which each year strike thousands of homeowners and small businesses who turn to the SBA for immediate recovery assistance.<sup>4</sup> In the face of tightening budgets and continued demand for SBA's programs and services, the SBA must stand at the ready to support the engines of American entrepreneurship.

Therefore, the SBA remains committed to Agency-wide strategic planning and to IT strategic planning, especially in an era when information and technology can contribute mightily to cost. It is through the Agency mission and vision that the strategic goals of the Agency are created and linked. Each of these goals has associated objectives, performance metrics, and strategies. Since the mission of the OCIO is to support the strategic direction of the business agenda, it is critical that all IT initiatives directly support one or more of the Agency's strategies.

This document represents the Agency's guidance to effectively manage information and deploy technology in support of the Agency's strategic direction. It incorporates strategic elements of the previously submitted e-Government Program Plan (FY 2004 – FY 2008)<sup>5</sup>, the Enterprise Architecture (EA) Migration and Sequencing Plan and Blueprint (updated in December 2003), and the final draft of the IT Security Strategic Plan (FY 2004 – FY 2008). Figure 3: Completion Dates of Strategic Planning Baseline Documentation depicts the baseline documentation that was used along with the associated document completion dates. These documents remain in effect to the extent that they elaborate on and provide detailed actions related to the IT Strategic Plan.

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<sup>1</sup> SBA website <http://www.sba.gov/aboutsba/sbastats.html> and Office of Advocacy <http://app1.sba.gov/faqs/faqindex.cfm?areaid=24>

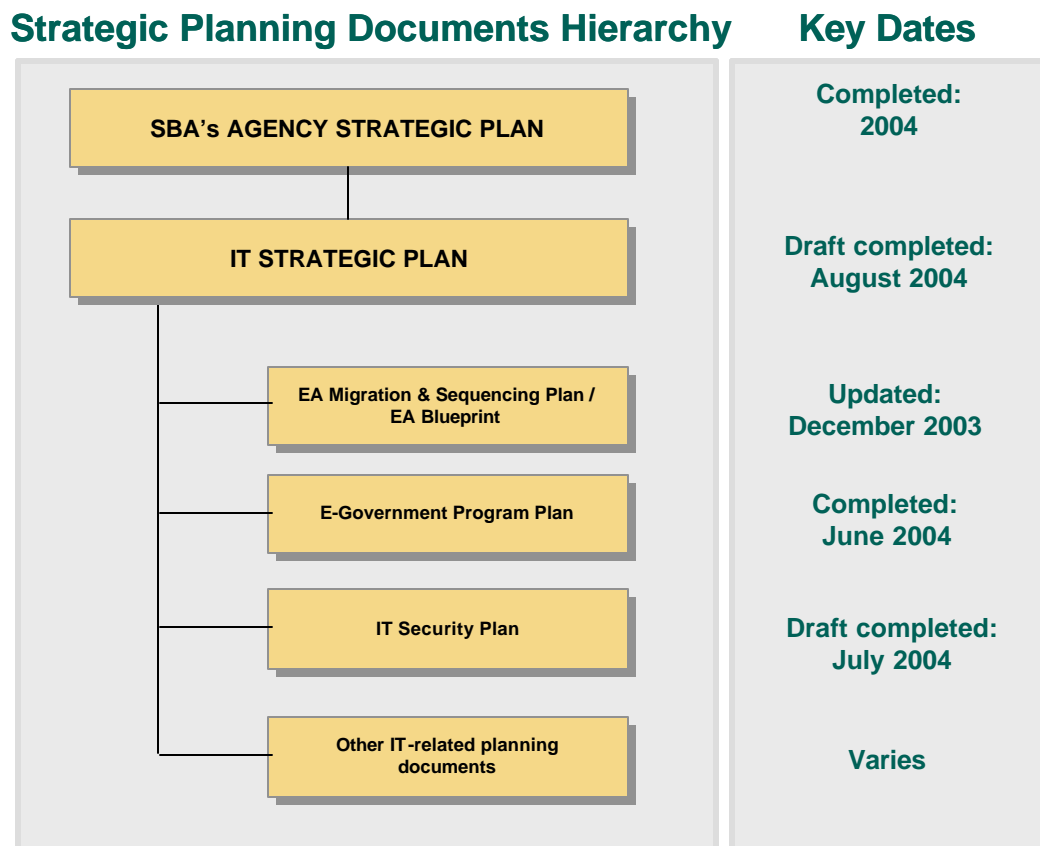
<sup>2</sup> Office of Advocacy "Fifty Years of Assistance; SBA by the Numbers"

<sup>3</sup> Office of Capital Access – Portfolio Management

<sup>4</sup> Office of Disaster Assistance

<sup>5</sup> The e-Government initiatives included in this IT Strategic Plan have undergone a strategic review to ensure compliance with OMB A-11, specifically Section 53.

**Figure 3: Completion Dates of Strategic Planning Baseline Documentation**



## 2.1 Scope of the IT Strategic Plan

The SBA IT Strategic Plan encompasses information management, information technology, information resources management, information systems, and information services activities across the SBA. Additionally, the plan addresses a broad spectrum of technology services, products, and telecommunications technologies provided by the SBA OCIO. This plan applies to all organizations in the Agency, including headquarters; regional, district, and branch offices; loan processing and servicing centers; liquidation centers; and disaster assistance area offices. This plan also applies to all IT-related resources within the SBA, including the OCIO staff and IT-related resources working in areas outside of the OCIO.

## 2.2 Business-Driven IT Strategic Planning Framework

The Agency's approach is a business-driven IT strategic planning process that closely links IT initiatives to the needs and strategies of the business. In an era of "doing more with less," the SBA believes this is the most appropriate approach to clearly identify how limited resources could be allocated and expended on information technology initiatives. Additional detail on this approach is in Appendix A – Business-Driven IT Strategic Planning Framework Detail.



### 3 OCIO Mission, Vision, and Guiding Principles

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#### 3.1 Mission

The mission of the OCIO is to foster an environment in which information and technology are used to support and enhance business decisions and Agency operations.

#### 3.2 Vision

In an environment that is driven by information, the OCIO must deliver high-quality information to those who need it, when they need it. The vision of the OCIO is to sustain a quality-focused, highly productive, service-oriented and responsive organization based upon world-class information delivery and infrastructure capabilities.

#### 3.3 Guiding Principles

The OCIO has developed a set of guiding principles which direct decision-making at different levels of the organization. These principles form the common values embraced and demonstrated by the OCIO and provide broad guidance for IT planning and architecture decisions into the future.

##### 3.3.1 *Management Philosophy Principles*

Below are overarching principles that guide the management of the OCIO.

1. Develop **partnerships** within SBA and with external organizations to help us focus our resources on strategic activities;
2. Seek to earn our partners' trust through our **professionalism, honesty and integrity**;
3. Foster a **people-first** environment based on trust;
4. Use **teamwork** to deliver comprehensive solutions;
5. Design our products and services for **flexibility and growth**;
6. Believe that **continuous learning** about business and operations help us deliver better products and services;
7. Strive for the **continuous improvement** of its own processes to better position itself to support information needs;
8. Recognize how our **fiscal responsibility** helps meet our financial targets and benefits our shareholders; and
9. Deliver on our **commitments**.

##### 3.3.2 *Enterprise Architecture Guiding Principles*

The SBA EA Guiding Principles serve as the principles that guide the underlying technologies and structures used to deliver business values. These principles can be found in the SBA Enterprise Architecture Blueprint, December 2003 document, specifically Appendix D – SBA EA Guiding Principles.



# 4 Overview of IT Initiatives

The SBA's Agency Strategic Plan calls for an SBA that is more citizen-centered, more responsive to a changing marketplace, and more results-oriented. To achieve this, the SBA must transform itself into an information-driven, technology-enabled organization that collects quality data, analyzes trends and customer needs, markets its products and services, provides excellent customer management, and integrates its products and services to address customer needs. Developing the right mix of technology-based capabilities, such as internet applications, knowledge-based systems, and network computing, can translate into a new way of doing business as well as contribute to business value, growth opportunities, and lower operational costs.

The IT Strategic Plan presented in this document establishes a vision for how information and technology will be used to fulfill the overall strategies and objectives of the Agency. The plan:

- Links IT to the SBA's strategies, objectives and operational needs (see Figure 3: Completion Dates of Strategic Planning Baseline Documentation);
- Provides the long-term direction for IT planning;
- Helps coordinate and integrate IT activities horizontally across program areas and vertically between headquarters and field offices;
- Creates mechanisms to systematically manage and direct SBA's IT resources and programs; and
- Fulfills the strategic planning requirements of the Paperwork Reduction Act (PRA) of 1995, as amended, Office of Management and Budget (OMB) Circular A-130, and the Clinger-Cohen Act.<sup>6</sup>

## 4.1 Summary of IT Initiatives

The Small Business Administration's IT efforts for the next several years will be driven by the SBA's Agency's Strategic Plan and will focus on four IT categories:

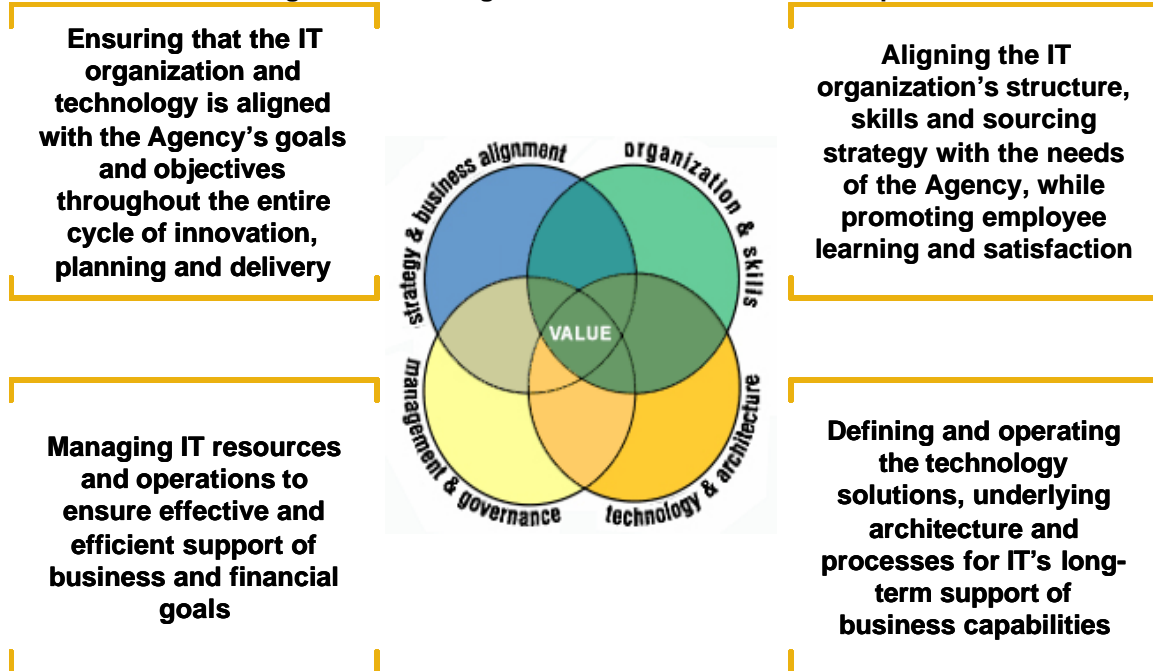
- **IT Strategy and Business Alignment** – Ensuring that the IT organization and technology is aligned with the Agency's goals and objectives throughout the entire cycle of innovation, planning and delivery
- **IT Organization and Skills** – Aligning the IT organization's structure, skills and sourcing strategy with the needs of the Agency, while promoting employee learning and satisfaction
- **IT Management and Governance** – Managing IT resources and operations to ensure effective and efficient support of business and financial goals
- **Technology and Architecture** – Defining and operating the technology solutions, underlying architecture and processes for IT's long-term support of business capabilities.

These categories, and their interrelationships, are shown in Figure 4: IT Categories and their Interrelationships.

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<sup>6</sup> Appendix B – Legislative References

**Figure 4: IT Categories and their Interrelationships**



These four IT categories organize the business strategies and their respective IT initiatives. Figure 5: IT Initiatives Categories provides an overview of the groupings that are used within each categorization for the Agency's strategies and related IT initiatives. These initiatives are then discussed in detail in the subsequent four sections.<sup>7</sup> A mapping of IT Initiatives to the SBA's Agency Strategic Goals and Business Strategies is referenced in Appendix C – Mapping of IT Initiatives.

**Figure 5: IT Initiatives Categories**

<div style="background-color: #4f81bd; color: white; text-align: center; padding: 5px;"><b>IT Strategy and Business Alignment</b></div> <ul style="list-style-type: none"> <li><input type="checkbox"/> Continued Alignment of IT with the Agency Strategic Plan</li> <li><input type="checkbox"/> Alignment via Enterprise Architecture</li> </ul>	<div style="background-color: #4db6ac; color: white; text-align: center; padding: 5px;"><b>IT Organization and Skills</b></div> <ul style="list-style-type: none"> <li><input type="checkbox"/> IT Organizational Improvements</li> <li><input type="checkbox"/> IT Workforce Planning</li> <li><input type="checkbox"/> Sourcing</li> </ul>
<div style="background-color: #fff9c4; text-align: center; padding: 5px;"><b>IT Management and Governance</b></div> <ul style="list-style-type: none"> <li><input type="checkbox"/> Performance Management</li> <li><input type="checkbox"/> Contract Management</li> <li><input type="checkbox"/> IT Portfolio Management</li> <li><input type="checkbox"/> Financial Analysis and Reporting</li> </ul>	<div style="background-color: #ffc107; color: white; text-align: center; padding: 5px;"><b>Technology and Architecture</b></div> <ul style="list-style-type: none"> <li><input type="checkbox"/> Enterprise Architecture</li> <li><input type="checkbox"/> Applications and IT Infrastructure</li> <li><input type="checkbox"/> Data Analysis and Transformation Capabilities</li> <li><input type="checkbox"/> IT Security</li> <li><input type="checkbox"/> Supporting E-Government Solutions</li> </ul>

<sup>7</sup> The initiative categories do not represent the organizational structure of the OCIO organization. For example, the IT Security and Privacy initiatives of Section 8.4 are not a grouping of all initiatives to be carried out by the OCIO's Office of Information Security. Rather, these initiatives could be implemented by that group in addition to other group(s) within the Agency.



# 5 IT Strategy and Business Alignment Initiatives

This business-driven IT strategic plan assumes that the primary function of IT is to support the Agency's mission, vision, goals, objectives and strategies. That logic falters when the Agency's goals are not well-understood throughout the Agency, from the senior executives to the front-lines; when the business expects more from IT than the current infrastructure will allow; or when the IT organization fails to articulate its limitations to satisfy business needs. Therefore, the Agency's ability to meet its mission through the effective use of technology relies upon clear communication between the program offices and the OCIO, as well as those performing IT-related functions within the Agency.

Communication has improved between the business and the IT organization within the Agency through the Business Technology Investment Council (BTIC) and the related Advisory Council (BTIAC). These governing bodies are a key element of the Capital Planning and Investment Control (CPIC) process. Additional specific initiatives would ensure that the IT organization and technology are aligned with the business goals and objectives throughout the entire cycle of innovation, planning and delivery. These IT Strategy and Business Alignment initiatives are discussed within each of the following groupings:

- Continued Alignment of IT with the SBA's Agency Strategic Plan
- Alignment via Enterprise Architecture

## 5.1 Continued Alignment of IT with the SBA's Agency Strategic Plan

During FY 2005, the Agency will begin synchronizing the various representations of its strategic direction. The Agency will identify a business owner for this effort, whose responsibility would be to engage the program and support offices in updating their performance indicators and additional strategies. In addition, that business owner would communicate any updates to SBA's Agency Strategic Plan across the Agency and among key stakeholder groups, including the Congress, OMB, resource partners, employees and their representatives, and others.

Agency-wide communication of all updates to the SBA's Agency Strategic Plan is critical because the updated plan will form the foundation for all other strategic planning documents prepared within the Agency. The update of the SBA's Agency Strategic Plan will also be the continuing driver behind IT initiatives and spending priorities.

### 5.1.1 Initiatives

*The initiatives discussed in this section enable the following business strategies:*

- *Involve program, administrative, and IT executives in decisions to ensure a balance between business needs and innovation with technology. (Strategic Goal 4)*

#### 5.1.1.1 Assist the Agency in any updates to SBA's Agency Strategic Plan

As business drivers are changing more and more rapidly, so are information needs and technical capabilities. The OCIO is committed to supporting and responding to any updates of the SBA's Agency Strategic Plan in order to help ensure the continued alignment of business and IT.



### **5.1.1.2 Develop a plan for communicating the IT Strategic Plan across the Agency**

The IT Strategic Plan guides the direction of the OCIO; however, awareness of the IT Strategic Plan throughout the Agency is a requirement for this Plan to be institutionalized. The OCIO will seek to systematically communicate this IT Strategic Plan throughout the Agency by:

- Educating all IT resources about the core messages of the IT Strategic Plan, including those IT-related resources outside of the OCIO;
- Engaging relevant Agency stakeholders in the continued prioritization of business strategies and related IT initiatives;
- Integrating the IT Strategic Plan priorities into the CPIC process; and
- Incorporating IT initiatives outlined in this IT Strategic Plan in the Agency budgeting process.

Additionally, the IT Strategic Plan will always be referenced throughout the execution of core information technology processes to reinforce the business-driven support that the OCIO provides.

## **5.2 Alignment via Enterprise Architecture**

The Enterprise Architecture (EA) provides a comprehensive view into the various layers of the SBA. These layers include the Business Architecture, Applications Architecture, Data Architecture, and Technical Architecture. Alignment is derived from addressing both business and technology architectures and establishing clear linkage between business strategies and enabling technology. The importance of the EA lies in its ability to highlight the impact a business change may have on the underlying technologies, and vice versa. As such, the EA can be used to predict the impact of both IT and business decisions. The EA can also be used to measure progress on attaining business and technology performance goals, as required by the Federal Enterprise Architecture (FEA) Performance Reference Model.

Additional value, as well as compliance with the Office of Management and Budget (OMB) reporting requirements, is delivered by ensuring the SBA Enterprise Architecture maps to the Federal Enterprise Architecture Reference Models. These models include the Business Reference Model (BRM), Performance Reference Model (PRM), Service Component Reference Model (SRM), Data Reference Model (DRM), and Technical Reference Model (TRM).

Also refer to Section 8 Technology and Architecture Initiatives for a discussion of additional Enterprise Architecture initiatives.

### **5.2.1 Initiatives**

*The initiatives discussed in this section enable the following business strategies:*

- *Develop and implement software development, systems engineering, acquisition, and the PMO. (Strategic Goal 4)*
- *Utilize the EA to ensure technology is managed in a manner that best serves the mission, goals, and objectives of the SBA. (Strategic Goal 4)*
- *Improve portfolio management. (Strategic Goal 4)*

#### **5.2.1.1 Establish the EA governance process, including the Technology Review Board (TRB) and associated groups**

With the establishment of the existing EA Program Management Office (EA PMO) as the first step in EA governance, the next step is to define the governance process and constituents at each step of the process. Governance roles must be defined for project level architects, the TRB, the BTIC, and



the BTIAC. These groups provide the necessary tiered governance for updating and approving the EA itself, as well as managing architecture exceptions that arise during the software development as well as the Commercial-off-the-Shelf (COTS) / Government-off-the-Shelf (GOTS) purchases process. The TRB, BTIC and BTIAC are integrated business and technology boards and together are also responsible for ensuring that the Enterprise Architecture is considered during the select phase of the CPIC process.

### **5.2.1.2 Define and implement an actionable Agency plan for continuing maturation of the EA**

The SBA currently maintains three EA artifacts, including: Enterprise Architecture Program and Policies, the SBA EA Blueprint, and the SBA Enterprise Architecture Migration and Sequencing Plan. These are living documents and will be updated on a continual basis as part of the normal operation of the OCIO. During this continual process, the EA will go deeper and become integrated with the Agency's strategic planning, CPIC process, software development, and COTS/ GOTS evaluation and selection processes.

To achieve this goal, the OCIO will establish and execute an incremental, phased plan to augment the SBA Enterprise Architecture. The existing Business Architecture can be used to identify a set of meaningful and manageable business domains within the SBA. A business domain is analogous to a Line of Business. Business, Application, Data, and Technical architectures will then be developed for each domain, combining into the overall SBA Enterprise Architecture. As this work is being done, the updated EA will be mapped to the FEA Reference Models (BRM, DRM, SRM, TRM, PRM), bringing the SBA EA into compliance with the OMB Exhibit 300 reporting requirements<sup>8</sup> and making the EA more actionable for managers and developers.

Performance Indicators from the SBA's Agency Strategic Plan will be categorized using the FEA Performance Reference Model and clear line of sight established from the Mission and Business Results indicators through to the Technology indicators. This is the FEA definition of alignment.

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<sup>8</sup> OMB Circular A-11



# 6 IT Organization and Skills Initiatives

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Because IT has evolved beyond a support structure providing technology and infrastructure to a value-added provider of information services, the OCIO will be structured to meet these added demands. Efforts already underway to organizationally focus the OCIO are intended to provide the OCIO's internal customers greater responsiveness through side-by-side partnership, while also delivering projects on time and within budget. In order to keep pace with the Agency's information requirements, the OCIO will evaluate existing IT reporting relationships, IT performance evaluations, and IT skill assessments.

The initiatives here focus on aligning the IT organization's structure, skills and sourcing strategy with the needs of the business, while promoting employee learning and satisfaction.

Following sections discuss IT Organization and Skills initiatives within each of the following groupings:

- IT Organizational Improvements
- IT Workforce Planning
- Sourcing

## 6.1 IT Organizational Improvements

The OCIO organization is committed to supporting all program areas through a central contact point operating under the highest levels of professionalism. Ad hoc requests for technical assistance, web enhancement projects, or custom report generation, for example, will be handled through a centralized customer support center. The operators of this center will utilize standardized processes and be measured against agreed upon customer service levels. Larger-scale development projects requiring a higher level of OCIO resources will likewise be managed with this discipline and customer focus.

The OCIO's current restructuring plan includes the development of three key customer-focused groups, as detailed in the OCIO Standard Operation Procedure (SOP):<sup>9</sup>

- Business Solutions Group (BSG), which will provide consultative expertise on acquisition, development, enhancements, maintenance, and support for the SBA's applications and systems, as well as provide business, project and technical guidance for each program area;
- Project Management Office (PMO), which will develop and implement a consistent and standardized project management methodology across the Agency and provide mentoring and coaching for project management activities; and
- Customer Services Group (CSG), which will expand the current IT Help Desk to become a first point-of-entry for all IT-related support questions and technical assistance, supporting not only the D.C. headquarters but eventually all field offices as well.

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<sup>9</sup> OCIO Organizational SOP 90 51 4. Effective Date: June 21, 2004

## 6.1.1 Initiative

*The initiatives discussed in this section enable the following business strategies:*

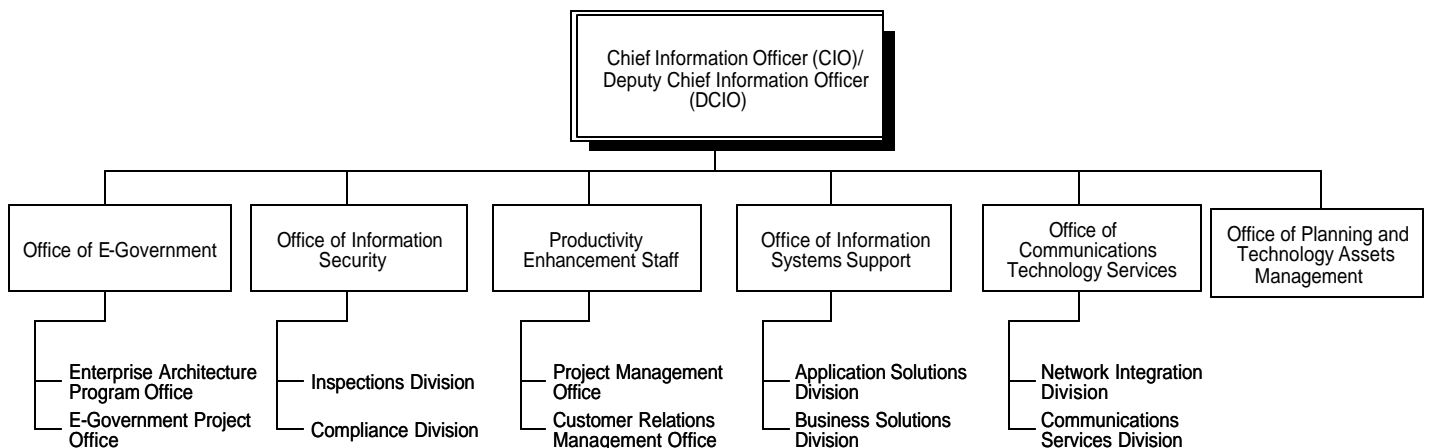
- *The Office of the Chief Information Officer (OCIO) will be focused both internally and externally on maximizing service delivery while minimizing the cost of operations. (Strategic Goal 4)*
- *Develop and implement software development, systems engineering, acquisition, and the PMO. (Strategic Goal 4)*
- *Deliver SBA's internal core businesses online (e.g., procurement, travel, training, human resources). (Strategic Goal 4)*

### 6.1.1.1 Continue transition to the restructured OCIO organization

To become the customer-focused organization described in the OCIO's vision, the OCIO has already begun to implement the revised organizational structure. Figure 6: OCIO Organizational Chart shows this revised OCIO organization. The OCIO will also:

- Recruit for open positions that embody new roles and responsibilities, such as a Productivity and Enhancement Staff Director who will oversee the PMO;
- Further define and communicate the roles of the PMO and the BSG, and test the concepts in early, discrete, manageable projects. Both offices are new launches for the OCIO, and internal customers will be assured of their validity when they observe concrete results;
- Realign staff and contractors; and
- Ensure that statutory, OMB and other requirements are met.

**Figure 6: OCIO Organizational Chart**





### 6.2 IT Workforce Planning

The OCIO employs resources to provide optimal value and service for its customers. This requires continual realignment of the IT workforce to the SBA's mission, goals, objectives, and strategies. It also requires organizational buy-in at the executive levels, since workforce optimization may entail consolidating services and redesigning business processes.

A key issue for the Agency is the potential attrition of IT employees. In the next five years, almost 40 percent of IT employees within the SBA will be eligible for retirement.<sup>10</sup> Table 1: Retirement Eligibility for IT Employees illustrates the number of employees eligible for retirement in the next 10 years.

**Table 1: Retirement Eligibility for IT Employees**

<b>Percent of Current IT Employees Eligible for Retirement</b>	<b>Year of Eligibility</b>
15%	2005
22%	2006
26%	2007
30%	2008
38%	2009
48%	2010
56%	2011
62%	2012
65%	2013
71%	2014

Note: Percentages are cumulative

In 10 years, 71 percent of the current IT employees within the SBA are eligible for retirement.<sup>11</sup> Table 2: IT Employees Retirement Eligibility by Location illustrates the distribution of that 71% by SBA location.

<sup>10</sup> Analysis includes the IT personnel in the 2210 series only. Office of Human Capital Management – SBA 2210 series by office, location, description, retirement eligible date, August 11, 2004

<sup>11</sup> Ibid



**Table 2: IT Employees Retirement Eligibility by Location**

Location	Total # of Employees	Percent of IT Employees at this type of location that are Eligible for Retirement by 2014	Percent of Total IT Employees Eligible for Retirement by 2014
CIO Headquarters	47	79%	22%
Regions	62	86%	33%
HQ Offices	53	49%	16%

These statistics highlight the critical need for IT workforce planning, not only within the OCIO, but among all the areas that support IT-related personnel.

### 6.2.1 Initiatives

*The initiatives discussed in this section enable the following business strategies:*

- Fully develop, communicate and implement a Human Capital Management/Transformation strategy. (Strategic Goal 4)
- Develop a high-performing workforce by implementing performance-oriented compensation, skill assessment plans, training plans to correct skills imbalances, and succession plans. (Strategic Goal 4)

#### 6.2.1.1 Deploy IT staff strategically

The OCIO is expected to manage large-scale contracts, develop systems and applications, evaluate COTS / GOTS products, as well as provide reasonable technical support to end-users in the Washington, D.C. headquarters and the network of field offices, district offices, processing and liquidation centers, and the Denver financial center.

To carry out these activities, the OCIO has a headquarters staff of approximately 60 personnel, including 47 in the 2210 series and 2 in the 391 series.<sup>12</sup> However, the OCIO has little control over certain IT-related activities in remote locations, beyond specifying IT personnel requirements and qualifications for technical support staff. Seventy-three percent of personnel classified in the 2210 series report to offices outside of the OCIO, which limits the OCIO's visibility into the activities of a substantial number of the IT-related workforce.<sup>13</sup> While the organizations do attempt to coordinate activities, they remain organizationally disparate. Figure 7: SBA IT Personnel Distribution - August 11, 2004 depicts this skill dispersion throughout the Agency.

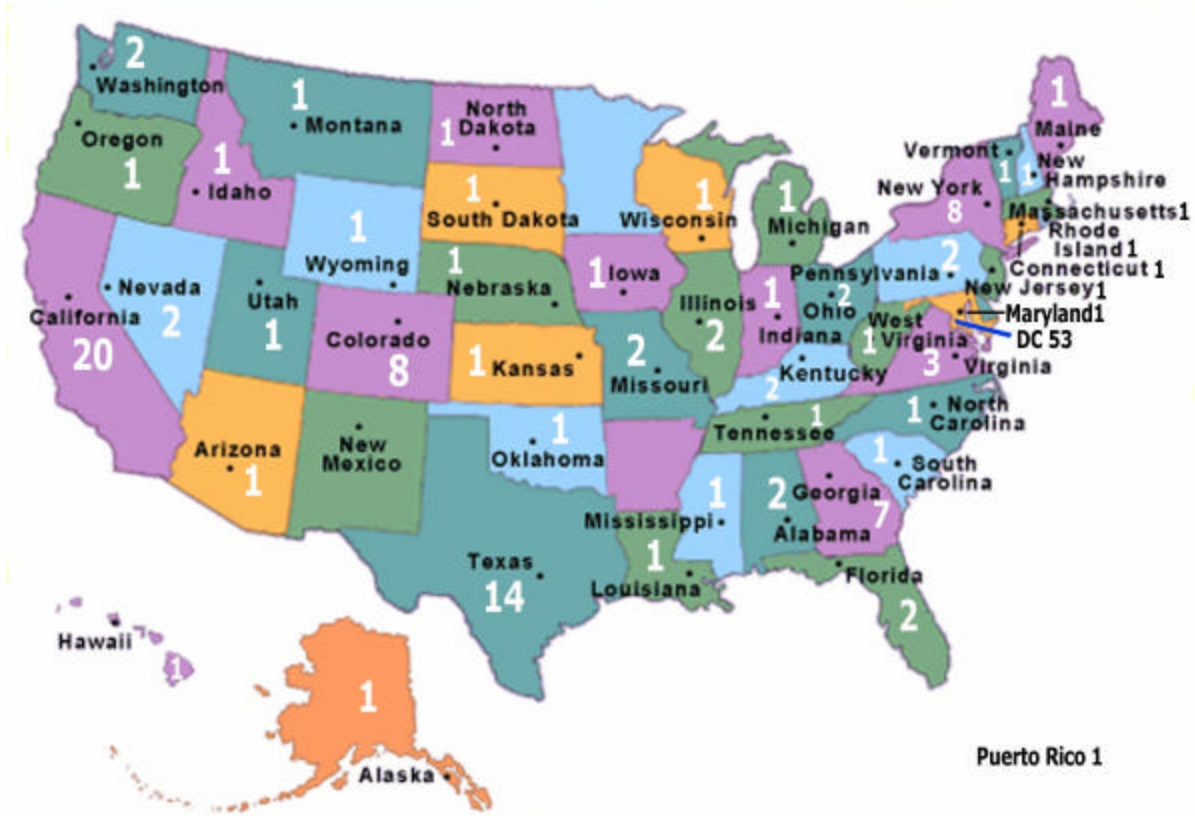
<sup>12</sup> Office of Human Capital Management – SBA 2210 series by office, location, description, retirement eligible date, August 11, 2004. The 2210 Series is the broadest human resources classification for IT skills.

<sup>13</sup> Ibid

**Figure 7: SBA IT Personnel Distribution - August 11, 2004**

SBA IT Personnel Distribution (Aug. 11, 2004)

HQ CIO	CFO	Disaster Assistance	Capital Access	GC Admin	ADA/GCBD (HUBZONE)	ADA/M&A
47 Series 2210	10	29	9	1	1	2
2 Series 391	Series 2210	Series 2210	Series 2210	Series 2210	Series 2210	Series 2210



Therefore, the OCIO will work with the Office of Field Operations (OFO), the Office of Capital Access (OCA), the Office of the General Counsel (OGC), the Office of the Chief Financial Officer (OCFO), and all other offices which support IT personnel to centralize and/or more closely coordinate the management of these IT personnel.

The next step is to deploy the personnel across the SBA enterprise in the most effective way possible. As part of this effort, the OCIO will:

- Partner with the Office of Human Capital Management (OHCM) on its Human Capital Transformation Strategy;
- Identify areas of need based on an enterprise view of IT investments; and
- Move toward web-based solutions and the effective use of partner resources in order to meet the support requirements of the field offices.

Finally, the revised OCIO organization defines and provides key leadership positions for the OCIO that are vital to the success of the SBA's business, E-Government and other initiatives.



### **6.2.1.2 *Work with OHCM to develop an IT Workforce Plan designed to assess the workforce competencies necessary to support the Agency's goals and day-to-day operations***

The OCIO will work with the OHCM to understand the IT workforce, identify skills gaps, develop job descriptions, and build and execute on recruiting and hiring plans. The OCIO will also support the SBA in the establishment of a Knowledge Management System to systematically track employee skills and competencies. Requirements for the Knowledge Management System will include the ability to:

- Link current skills and competencies with those required in the future;
- Identify current and projected skills gaps;
- Create individual development plans for current employees; and
- Track the success rate of recruitment strategies to ensure that SBA employees possess the skills and competencies necessary for their expected roles and responsibilities.

### **6.2.1.3 *Hold IT Supervisors accountable for Agency's goal and objective attainment and tie performance to personal business commitment plans***

The OCIO has already successfully tied personal business commitment plans to OCIO and Agency goals, evidenced by the process to incentivize individuals to "Get to Green" on the President's Management Agenda (PMA). The OCIO will continue to implement this initiative by using the eleven competencies from the IT management assessment to define critical success factors, implement a 360 degree performance review process, and develop an online tool that would allow managers and leaders direct access to a variety of standard reports, including an overall skills inventory.

### **6.2.1.4 *Work with OHCM to develop a performance evaluation system for all IT employees with criteria tied directly to the Agency's goals***

To implement this initiative, the OCIO will:

- Work with OHCM to develop an approved and active Individual Development Plan (IDP) for all IT employees;
- Conduct periodic skills assessments and focus groups to address continuous change in IT skills requirements;
- Identify training opportunities to support competency development;
- Institute annual gap analysis and fulfillment plans;
- Manage human capital by using data-driven measurable outcomes; and
- Develop or purchase COTS/ GOTS tools and processes necessary to measure and rate performance on achieving workforce goals.

### **6.2.1.5 *Redefine IT workforce roles and responsibilities***

Although this initiative is complicated by the fact that the entire IT workforce is not under the direct control of the OCIO, the OCIO has already begun working with the Office of Field Operations, the Office of Capital Access, and the Office of the Chief Financial Officer (all offices with significant IT skill sets) to define standardized job descriptions for the Information Resources Management (IRM) role. This initiative provides one of the stepping stones for the transformation discussed in initiative 6.2.1.1. The OCIO will also continue to:

- Refine those and other related job descriptions and organizational structures,
- Work with OHCM to develop and maintain individual performance plans and appraisals, and
- Introduce program and contract management roles into the organization to provide leadership and change management.



### **6.2.1.6 Support the continued development of IT managers, staff, and professionals in functional training areas cited in the Federal CIO core competencies**

Nearly 40 percent of the IT employees in the SBA received their in-depth training prior to 1976.<sup>14</sup> In order to address this training gap and ensure that its employees are continuously maintaining and developing needed skills and competencies, the OCIO will:

- Develop a succession planning (Mentor-Protégé) program;
- Develop a skills development program that identifies gaps and targets training in those areas;
- Implement an OPM-approved candidate development program for the merit-based selection of individuals with leadership potential;
- Share SBA IT employees across organizational boundaries; and
- Develop a program for rotational assignments to promote teamwork and ongoing coordination.

## **6.3 Sourcing**

Competitive sourcing is producing positive results across government. This activity is projected to achieve a net savings of \$1.1 billion over the next 3-5 years. This equates to a net savings of about \$12,000 per Full Time Equivalent (FTE) competed, or a cost reduction (avoidance) of approximately 15 percent.<sup>15</sup> The SBA, through the Office of Management and Administration (M&A), has conducted streamlined competition studies of over 250 FTE's to date and has achieved a grade of "yellow" in both Status and Progress in the Competitive Sourcing arena.<sup>16</sup> The SBA has also:

- Announced the Office of Disaster Assistance standard competition for loss verification activities (130 employees);
- Completed the preliminary work to re-compete as a standard competition in FY 2005 the Office of Investment examination activities (23 employees); and
- Developed a Competitive Sourcing Plan, which reflects its workforce mix, capacity to conduct competitions (including available funding), and mission needs.

The OCIO will support and participate in Agency-wide sourcing initiatives.

### **6.3.1 Initiatives**

*The initiatives discussed in this section enable the following business strategies:*

- *Focus on providing assistance to companies during "growth stages" to increase their likelihood of business sustainability. (Strategic Goal 2)*
- *More tightly integrate the Agency budget with ongoing performance to track, evaluate and manage programs and operations, including contract performance. (Strategic Goal 4)*

<sup>14</sup> Office of Human Capital Management

<sup>15</sup> Management 2004 Report – Office of Management and Budget; Competitive Sourcing

<sup>16</sup> SBA President's Management Agenda Report 2004



### **6.3.1.1 *Support efforts to move more sourcing coordination to the internet***

An online screening process will be developed that will allow agencies to submit planned procurements to the Office of General Contracting for small business participation during the acquisition planning process.

### **6.3.1.2 *Support the Office of Management & Administration (M&A) to identify commercially performed functions for inclusion in the Federal Activities Inventory Reform (FAIR) Act inventory submission (OMB Circular A-76)***

The OCIO will support the Agency's efforts to streamline and cut costs. The OCIO will perform analyses of all IT functions to determine the proper methods of support.

### **6.3.1.3 *Support the Office of Management & Administration (M&A) in the identification of specific Agency functions that should be subject to the competitive sourcing process***

The OCIO believes that non-mission critical functions within the OCIO which can be competitively sourced for equal or better value should be. The OCIO will therefore begin to identify those non-mission critical functions and analyze the value of opening those activities up for competition. Should the analysis suggest opportunities, the OCIO will work with M&A to initiate the process to conduct a competition.



# 7 IT Management and Governance Initiatives

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In an environment characterized by doing more with less, fiscal prudence takes on a critical level of importance. The OCIO believes that an increased emphasis must be placed on the decision-making process to ensure that budgeted dollars are being spent in those areas that support the strategic direction of the Agency. For example, a coherent and collaborative process for approval and evaluation of projects must be in place to apply the proper controls over any potential expenditure. Furthermore, once expenditures have been approved, checkpoints must be implemented and enforced to allow for fiscal management and project accountability throughout the project lifecycle.

Business-aligned IT management and governance will not only ensure business-focused IT investments, but it will also contribute to operational improvements resulting in a lower fixed cost structure. The following sections discuss IT Management and Governance initiatives within each of the following groupings:

- Performance Management
- Contract Management
- IT Portfolio Management
- Financial Analysis and Reporting

## 7.1 Performance Management

A focus on Agency planning and management will result in clearly defined goals, aligned business strategies, and the coordination of operational support systems, all of which combined will allow the Agency to clearly identify progress against objectives and performance targets. This level of performance management will also ensure that limited IT dollars are allocated properly.

The Performance Management initiatives support the OMB's Program Assessment Rating Tool (PART) assessments as well as the Government Performance and Results Act (GPRA) of 1993. Together, these legislative actions specify that budget and performance results should link to strategic goals and align with strategic plans, and they specify requirements to evaluate program effectiveness.

This alignment is ensured by categorizing performance indicators from the Agency Strategic Plan via the FEA Performance Reference Model (PRM). The business must categorize these indicators and work with the OCIO to establish a linkage between the Mission and Business Results, Customer Results, Processes and Activities, and Technology.<sup>17</sup> This linkage is required to establish a clear line of sight from the Mission and Business Results performance areas through to the Technology performance areas.

To support the Agency's Performance Management requirements, the OCIO will work closely with the Office of Analysis, Planning and Accountability (OAPA), which has been established by the OCFO to help promote budget and performance integration within the OCFO and throughout the SBA. This collaboration will ensure that the following initiatives are supported and completed in a manner consistent with the OAPA's objectives.

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<sup>17</sup> Performance Reference Model Version 1.0

### 7.1.1 Initiatives

*The initiatives discussed in this section enable the following business strategies:*

- *More tightly integrate the Agency budget with ongoing performance to track, evaluate and manage programs and operations, including contract performance. (Strategic Goal 4)*
- *The Office of the Chief Information Officer (OCIO) will be focused both internally and externally on maximizing service delivery while minimizing the cost of operations. (Strategic Goal 4)*
- *Improve portfolio management. (Strategic Goal 4)*
- *Provide seamless financial analysis, reporting and management capabilities. (Strategic Goal 4)*
- *Develop the tools to support Agency change management processes and policies. (Strategic Goal 4)*

#### **7.1.1.1 Maximize the Agency's mission performance by supporting a comprehensive enterprise performance management system**

Customer satisfaction scores, which can directly provide guidance around program effectiveness, are one of the key measures of the Agency's effectiveness. However, these scores are not sufficient. Therefore, the OCIO will support the implementation of a comprehensive performance management system to measure and track program effectiveness, such as assessing underserved market expansion, lender compliance, credit risk, office diversity and supervisory ratios, assistance to small business, loan volumes, new procurements, etc.

Business-related performance indicators are identified within the SBA's Agency Strategic plan. The business is required to classify those indicators according to the PRM, specifically whether they are Mission & Business Results, Customer Results, or Process and Activity indicators. The OCIO will then identify Technical performance indicators that support those business related indicators. The set of linked performance indicators will be reviewed and updated on a periodic basis, at least as often as the SBA's Agency Strategic Plan is updated.

The OCIO will also support the business in selecting a comprehensive performance management system. Candidates include the EA repository / modeling tool, the Portfolio Management tool, or a separate executive information dashboard system.

#### **7.1.1.2 Support the alignment of the Performance Plan and Budget Request with program goals and full costing**

The Agency believes that program goals and associated benefits must be combined with the costs of the programs so that true cost/benefit analysis can be performed and used as a decision filter for all budget requests. The OCIO will support the Agency in identifying methods to implement cost/benefit analysis, along with performance metrics, as part of the program scorecard or another tool, in order to evaluate program performance against program goals.

#### **7.1.1.3 Provide tool sets that will assist program management in tracking investments, performing Return on Investment (ROI), applying Earned Value Management (EVM), risk analyses, and developing measurable performance goals and metrics.**

The OCIO will provide tool sets for tracking projects and programs against core requirements, such as budget vs. actual, benefit realization, ROI, and achievement of objectives and performance indicators. These tools will allow the SBA to more wisely invest limited resources among varied IT proposals such that the Agency will be able to measure benefits, track on-time delivery, and be continually informed of its response to key objectives. The tools will be utilized by the OCIO to



ensure that cost, schedule and performance variances are below the 10% threshold for OMB EVM calculations. Projects, including the information security initiatives, will begin to report utilizing the EVM tools, where appropriate.

## 7.2 Contract Management

The SBA and OCIO have been identifying inter- and intra-Agency opportunities for joint contract purchases. Contract management refers to the ability to consolidate buying power in order to achieve the lowest per unit cost. Performance-based contract management refers to the ability to manage those contracts against predetermined performance expectations. It also includes the discipline, once a contract is in place, to discretely and accurately track time and expense against performance for all projects within a contract. This discipline will improve the Agency's financial performance and the performance of the IT portfolio.

Contract management does not imply that larger vendors are more capable than smaller vendors to supply the services. Therefore, the OCIO remains mindful of the importance of promoting small business contracting opportunities as it seeks to enhance efficiency and reduce overall costs.

### 7.2.1 Initiatives

*The initiatives discussed in this section enable the following business strategies:*

- *Ensure full and open competition to government contracts for small businesses. (Strategic Goal 1)*
- *Develop "one-stop shop" components for delivery of information to small businesses. These components will be integrated into the multi-channel, electronic one-stop shop. (Strategic Goal 1)*
- *Offer anytime, anyplace access to government services and information to small businesses. (Strategic Goal 1)*
- *Deliver SBA's internal core businesses online (e.g., procurement, travel, training, human resources). (Strategic Goal 4)*
- *Improve portfolio management. (Strategic Goal 4)*
- *Develop the tools to support Agency change management processes and policies. (Strategic Goal 4)*
- *More tightly integrate the Agency budget with ongoing performance to track, evaluate and manage programs and operations, including contract performance. (Strategic Goal 4)*
- *The Office of the Chief Information Officer (OCIO) will be focused both internally and externally on maximizing service delivery while minimizing the cost of operations. (Strategic Goal 4)*
- *Provide innovative solutions (i.e., electronic government) to internal Agency staff and external customers and resource partners. (Strategic Goal 4)*

#### 7.2.1.1 Investigate shared contract vehicles and Federal e-Government initiatives for obtaining IT products and services

The OCIO, as the primary purchaser of hardware and software for the SBA, has significant buying power. When combined with other agencies, this buying power grows exponentially. OCIO will leverage this buying power as much as possible and pursue a policy where shared contracts are



explored as the first option where it is reasonable. Non-shared IT contract purchases should only occur on an exception basis.

Furthermore, the OCIO will participate in the GSA SmartBuy initiative in order to leverage inter-Agency opportunities for joint contract purchases.

### ***7.2.1.2 Support the implementation of performance-based contracting***

With improvements to contract time and expense reporting on a per-project basis, the OCIO will be able to better identify poorly performing contractors. In addition, because the time and expense will be tracked per project, the OCIO will be able to more actively utilize those vendors with better contract project performance than those with poor performance.

### ***7.2.1.3 Support the implementation of a Contracts Management System (CMS)***

Given the breadth and magnitude of contract utilization in the OCIO and across the SBA, a contracts management system would likely repay its investment multiple times over. The OCIO will work with the Office of Management and Administration and key stakeholders, such as the OCFO, to identify, evaluate, and implement a system that meets user requirements. One key requirement will be to ensure that the Agency has visibility into project-by-project performance of a contract that may cover numerous individual projects.

### ***7.2.1.4 Support the expanded use of electronic tools to process applications, conduct program reviews and facilitate other business processes related to a determination of eligibility under procurement preference programs.***

These tools will enable the Agency to maintain a sufficiently large pool of vendors so that program offices are better able to achieve their contracting goals and to assist in ensuring procurement preference programs are used solely by eligible firms. The OCIO will work with M&A and the program officers to identify the appropriate set of tools.

### ***7.2.1.5 Assist in the development of online training to support contract management.***

The OCIO will support the Agency's collaboration with the Federal Acquisition Institute to develop online training courses for its small business programs that can be used by contracting officials and small businesses.

### ***7.2.1.6 Establish Service Level Agreements in all Agency IT agreements***

The OCIO will develop and incorporate key service level agreements (SLAs) in all ongoing Agency IT agreements. These SLAs will reflect government/industry-wide best practices and address security, operating and configuration guidelines, and audit requirements, such as access to SAS 70.

## **7.3 IT Portfolio Management**

In an effort to maximize ROI and achieve the most value for each dollar spent, it is important for the OCIO to leverage existing IT resources where possible, avoid redundant projects, focus on cross-Agency improvements rather than piece-meal enhancements, and implement the tools and processes necessary to achieve more effective and efficient IT portfolio management. Adoption of a portfolio approach to managing IT projects enables a comprehensive view of all OCIO concurrent and completed IT investments, bring logic and structure to OCIO investment decisions and improve the OCIO dialogue with the business. Furthermore, the OCIO must have the skills and tools necessary to manage these projects to their business objectives or goals.

The OCIO has taken the initial steps towards a portfolio management approach by implementing the CPIC process. The BTIC and the BTIAC have begun to oversee Agency IT investments. Additionally, Electronic Capital Planning and Investment Control (eCPIC) is being used to document major projects, and several internal tools are being used to manage major projects.

However, more remains to be accomplished. The OCIO will begin to approach its IT investment in a portfolio approach, clearly identifying portions of the budget targeted for maintenance activities versus focused business investments versus pure strategic investments. Projects can then be divided into budgets based on these types of investments, providing additional ways to prioritize OCIO projects. The OCIO will leverage portfolio concepts such as these, along with Enterprise Architecture, in the CPIC process of evaluating, selecting, and controlling IT investments.

As an example, Figure 8: Cost and Impact of Current/Planned Initiatives graphically displays an estimate of the current portfolio of major IT-related projects across the Agency, along with the associated size of the investment and status of the project.

**Figure 8: Cost and Impact of Current/Planned Initiatives<sup>18</sup>**



## 7.3.1 Initiatives

The initiatives discussed in this section enable the following business strategies:

- Improve portfolio management. (Strategic Goal 4)
- Maximize operational performance of the IT portfolio. (Strategic Goal 4)
- The Office of the Chief Information Officer (OCIO) will be focused both internally and externally on maximizing service delivery while minimizing the cost of operations. (Strategic Goal 4)

<sup>18</sup> Exhibit 300s, OCIO budget, discussions with program leads and project managers



### **7.3.1.1 *Improve the quality and the consistency of capital planning processes across the SBA***

The SBA has implemented CPIC within the Agency, using eCPIC for documenting Exhibit 300s. Additional work is required to fully integrate capital planning with the IT Portfolio and governance processes and to expand the planning process beyond OMB mandated major programs.

Major projects and those exceeding \$200,000 are currently subjected to the CPIC process, but projects that do not meet these thresholds are not. In the future, all desired capital purchases will be approved through the necessary governance process to explicitly link that desired purchase to Agency goals, objectives, performance indicators, and strategies. The impact to the EA will also be considered during the process.

SBA program and administrative offices will work through the BTIC and use the Agency goals and objectives, as well as the IT Strategic Plan, as a filter to determine if the desired capital purchase supports the Agency's goals. If the investment does not, the requirement will be that the desired purchase not progress through the capital planning process.

### **7.3.1.2 *Develop value propositions for all major infrastructure technology investments, using the documents and process required by the Business Technology Investment Council (BTIC) and the Clinger-Cohen Act***

All major investments will be required to produce a business case in order to show the value proposition of the investment. Relevant portions of the Information Technology Investment Management (ITIM) framework will be incorporated along with increased rigor around the CPIC process. The BTIC will have clearly defined policies that explicitly state the minimum requirements for major investments, including ROI and break-even point. These policies will be communicated and available on the OCIO website. In addition, all infrastructure investments are now required by OMB to be accompanied by an Exhibit 300.

All employees responsible for business case development will go through the proper training to make certain the proper skills are in place for business case preparation and investment justification.

### **7.3.1.3 *Assist project teams in increasing the performance of major IT system development projects within budget and schedule***

As the central group responsible for IT services and delivery, the OCIO will leverage its skills and project management experience to monitor and assist all SBA groups in the completion of IT projects and also ensure resource availability for subsequent projects is reliable. This begins with the introduction of the BSG and the PMO. The BSG will provide an OCIO point of contact for each program while the PMO will provide coaching and guidance on project management.

### **7.3.1.4 *Implement an Enterprise IT Project/Portfolio Management Solution***

The OCIO will continually measure project spending and ensure that project accountability is in place; otherwise, desired outcomes may not be achieved. Without appropriate controls, momentum is lost, money is wasted, and resources applied inefficiently. The OCIO will implement tighter controls around project approval, explicitly assign project managers to projects, and ensure accountability so that project performance can improve.

The OCIO will choose and implement a portfolio management software tool to, at a minimum:

- Enable real time updates on portfolio performance,
- Support frequent (quarterly or more) review sessions with the BTIC to discuss strategy alignment, and
- Provide the ability to see critical project-level information such as start date, end date, cost, benefit, percent complete, and status.



This tool will be utilized for projects in process, as well as aid the BTIC in prioritizing projects in the pipeline.

### **7.3.1.5 *Continue to develop project management skills***

This initiative includes Project Management Institute (PMI) training and certification for OCIO program managers. The OCIO currently has 12 people attending PMI training.<sup>19</sup> The OCIO will ensure that it has a plan to ensure a group of employees is targeted each year to attend PMI training so that succession planning in the area of project management does not become an issue.

While this is a positive step forward, the OCIO is committed to ensuring that *all* employees have a project management mentality in terms of completing projects on time and on budget. Therefore, the OCIO will coach SBA employees on EVM and the Clinger-Cohen Act project management regulations, as well as the ramifications that a missed project deadline or cost overrun has on other projects in the IT portfolio. Furthermore, the OCIO will utilize the PMI's Organizational Project Management Maturity Model (OPM3) for assessment and guidance on prioritizing and planning increased maturity in this area.

## **7.4 Financial Analysis and Reporting**

One of the cornerstones of operational effectiveness in an organization is the ability to report quickly and accurately. This capability is dependent upon seamlessly integrated systems and processes.

The loan lifecycle process should be revisited and re-engineered to provide integration throughout the process and ensure financial system compliance with requirements established in the Credit Reform Act, Federal Financial Management Improvement Act (FFMIA), OMB financial bulletins (01-02 and 01-09) and Federal Accounting Standards Advisory Board (FASAB) reporting provisions. This will also result in better and more consistent use of data and thus accurate and timely reporting. The modernization of this process and the integration of the systems that support it is a necessary step to improving the financial analysis and reporting area.

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<sup>19</sup> Office of Human Capital Management

### **7.4.1 Initiatives**

*The initiatives discussed in this section enable the following business strategies:*

- *Ensure full and open competition to government contracts for small businesses. (Strategic Goal 1)*
- *Provide small businesses the information they need to succeed. (Strategic Goal 1)*
- *Monitor and measure the value of SBA's financial, educational, counseling and training programs in increasing the capability of entrepreneurs to become a start-up business and the capacity of those start-ups to survive better than the national average. (Strategic Goal 2)*
- *Focus on providing assistance to companies during "growth stages" to increase their likelihood of business sustainability. (Strategic Goal 2)*
- *Significantly increase successful small business ownership within segments of society facing competitive opportunity gaps. (Strategic Goal 2)*
- *Assist those affected by disasters obtain disaster related information from the first responders phase through to the recovery phase. (Strategic Goal 3)*
- *Develop capabilities for data analysis, data transformation, and data mining, and establish a data architecture repository including metadata. (Strategic Goal 4)*
- *Provide seamless financial analysis, reporting and management capabilities. (Strategic Goal 4)*
- *Develop streamlined audit process to improve integrity of financial reporting. (Strategic Goal 4)*

#### **7.4.1.1 Identify short-term opportunities to improve the transparency, timeliness, and cross-Agency usefulness of reporting data**

The need for data is continuous and will not diminish. Therefore, until the loan accounting process is re-engineered, processes should continue to be identified and implemented that will facilitate reporting. For example, one opportunity is to work with the OCFO to identify and reengineer the manual processes that support the extraction of data from the loan accounting system for input into the Agency's financial system (JAAMS). The OCIO and OCFO will work collaboratively to work with the relevant areas to identify opportunities for improved reporting, evaluate the feasibility, and implement agreed-upon solutions.

#### **7.4.1.2 Continue supporting mission critical systems**

The OCIO will continue supporting the Agency's mission critical systems. This includes providing technical expertise, maintaining and improving the technical infrastructure, proactively pursuing process improvement opportunities, and identifying opportunities for system integration across the Agency.

#### **7.4.1.3 Implement a physical IT and software asset inventory methodology**

As required by the Clinger Cohen Act, the OCIO shall inventory all IT assets, including physical and software assets. The OCIO will develop the methods and procedures under which those IT assets will be inventoried on a regular basis in conjunction with the Office of Management and Administration.



### ***7.4.1.4 Support the implementation of the Loan Monitoring System***

The Loan Monitoring System will be utilized to provide effective oversight over the SBA's loan portfolio and lending partners. The SBA will identify, obtain and implement what additional analytical tools are needed for oversight purposes, most importantly for portfolio and program analytics, and the OCIO will support the implementation of these tools.

### ***7.4.1.5 Support efforts to comply with laws and regulations***

The OCIO will continue to comply with IT related laws and regulations and will also continue to ensure that technical support exists for the programs and offices throughout the Agency to comply with laws and regulations.

### ***7.4.1.6 Support efforts to automate the monthly close-out***

In order to reduce the monthly close cycle from 15-20 days to 3-5 days, the manual steps which were developed as workarounds to move data from one system to another must be automated. These manual processes lengthen the close cycle, as well as increase the probability of error. As the loan lifecycle process is streamlined and modernized, these manual processes become prime candidates for automation. The end result is that financial performance is understood more quickly, resulting in management's ability to make decisions more quickly. Although program offices must lead the effort, the OCIO will support the effort to streamline and re-engineer core processes to achieve the efficiencies for a shorter close cycle.



# 8 Technology and Architecture Initiatives

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Technology and architecture cover a broad spectrum of services, products, and telecommunications technologies provided by the OCIO. These include the major types of services areas that manage data and applications (distribution, utilization, and administration) as well as the infrastructure required to engineer and manage those applications and information.

Key challenges facing the OCIO in this area include:

- Maturation of the SBA Enterprise Architecture;
- Modernizing applications and the IT Infrastructure;
- Enhancing Data Analysis and Transformation capabilities;
- Increasing IT Security; and
- Supporting E-Government Solutions.

The following sections discuss these groupings of Technology and Architecture initiatives.

- Enterprise Architecture
- Applications and IT Infrastructure
- Data Analysis and Transformation Capabilities
- IT Security
- Supporting E-Government Solutions

## 8.1 Enterprise Architecture

As described in Section 5.2 Alignment via Enterprise Architecture, EA plays a critical role in aligning the IT Strategy and Business mission, goals, objectives, and strategies. That is, the EA is the blueprint for how information technology enables the SBA to better serve its customers. The end result of the Agency's EA efforts should be a highly-scalable infrastructure that offers high usability, strong security, robust tools and services, and fully developed web capabilities.

EA is the explicit description and documentation of the current and desired relationships among business and management processes and information technology. The EA describes the "current" architecture and the "target" architecture. It provides a migration path and sequencing plan to help prioritize the IT projects and programs. It also includes the rules and standards to optimize and maintain IT investments and portfolios. The EA changes as the Agency changes.

Putting EA to work as a management instrument requires that the SBA invest in process and technology to ensure the ready management and dissemination of the EA to the various business domains throughout the SBA.



### 8.1.1 Initiatives

*The initiatives discussed in this section enable the following business strategies:*

- *Develop and implement software development, systems engineering, acquisition, and project management processes. (Strategic Goal 4)*
- *Utilize the EA to ensure technology is managed in a manner that best serves the mission, goals, and objectives of the SBA. (Strategic Goal 4)*

#### 8.1.1.1 Implement an Agency-wide EA tool

Utilizing the EA as an input to the governance process is important for decision-making. But to fully understand the impacts of a change to the EA, the OCIO will implement a tool which will easily highlight dependencies and also assist in linking architecture components to the objectives and goals that they support. This linkage provides important context to governance decisions such as investment prioritization and software development or COTS / GOTS purchases.

This repository can be the basis for an Agency-wide communication mechanism, but is more appropriately considered a tool that houses the EA work products, providing:

- Configuration management (version control);
- Visualization of models and business domain architectures;
- Linkage to goals, metrics, objectives, and strategies; and
- Identification of dependencies.

#### 8.1.1.2 Publish and maintain information about the EA on the OCIO web site

The EA will be a common reference across the Agency, providing context for investment prioritization and Agency strategic goals. Furthermore, the OCIO will integrate EA into and provide governance and methodologies for the following OCIO processes:

- Agency Strategic Planning – the OCIO will assist the business in documenting the SBA's Agency Strategic Plan (mission, vision, goals, objectives, strategies) as part of the Agency EA. Maintaining these strategic elements in an EA tool enables the OCIO to verify linkage between the SBA's Agency Strategic Plan and the IT Strategic plan.
- CPIC / Portfolio Management – the OCIO will ensure that the Agency's EA provides guidance as to which technologies are maintained, sunset, or investigated as strategic future investments.
- COTS and GOTS package evaluation and purchase – the OCIO will document and enforce usage of the Agency's EA in the evaluation and selection of off-the-shelf products. These products must adhere to the architecture standards (Technical Reference Model) and their ability to integrate with the existing SBA architecture.
- SBA Software Development Methodology – the OCIO will ensure that the EA provides guidance to the Project Management Office (integrate EA with the checkpoint / gate process) as well as to the Office of Information Systems Support (OISS) (the EA will provide development standards, architectural reference models, potential Agency-wide reuse, etc).

One of the mechanisms that will help to bring this initiative to fruition is the OCIO website. The OCIO website will be the primary point of contact with OCIO customers throughout the Agency, helping reinforce the importance of the EA.



Configuration management best practices will be engaged to control the release of approved architecture documentation. The OCIO web site will be the reference location for the most current approved version of the EA documentation.

### ***8.1.1.3 Participate in the Federal CIO Council initiatives and committees and provide feedback on the Federal Enterprise Architecture Reference Models***

As Federal reference models evolve, the SBA CIO will continue to participate and provide input to the changes that occur. The SBA will have opportunities in the Council to demonstrate EA leadership.

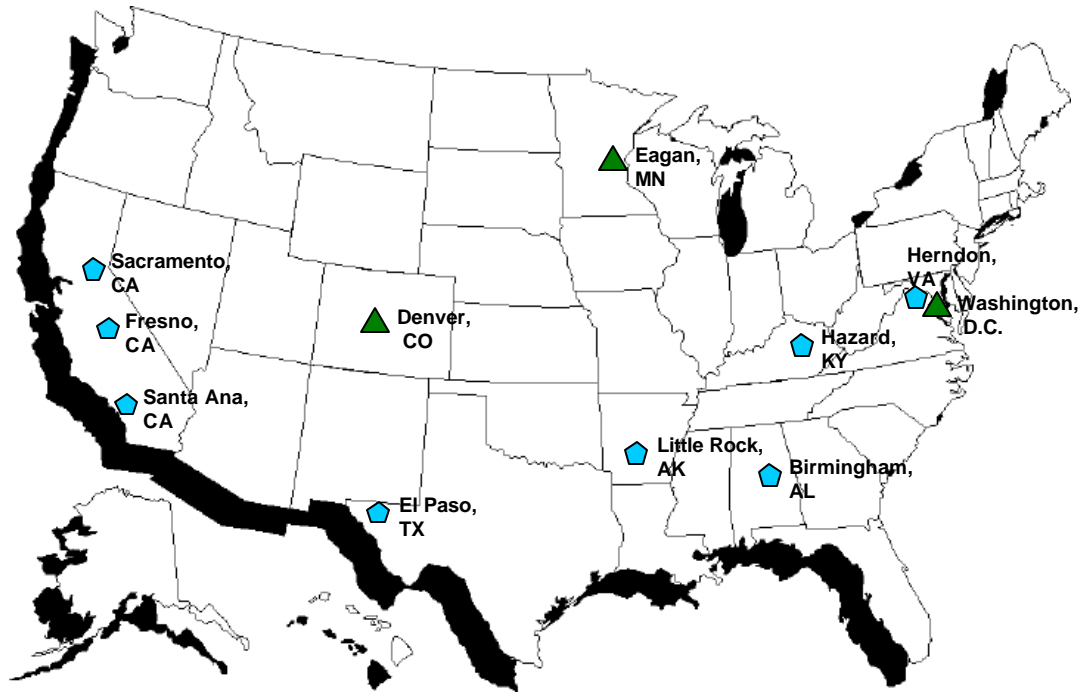
## **8.2 Applications and IT Infrastructure**

The IT Infrastructure, also known as the Technology Architecture or TA, defines the IT needed to provide a functional and efficient environment for existing and future applications and information. The TA is the bottom layer in the architectural hierarchy, and is often considered the foundation on which all the other IT architectures are built. While the foundation metaphor holds true for the construction of SBA's enterprise IT environment, the architecture or design of the infrastructure is driven by business needs communicated by the design of the three higher architectural layers (Business Architecture, Data Architecture, and Application Architecture).

One of the important business drivers for the IT infrastructure is the number of physical locations that the infrastructure needs to service. The SBA has several physical locations that carry out the bulk of SBA loan processing and these locations are mapped in Figure 9: Primary Infrastructure Locations. Those locations are:

- Washington, D.C – Headquarters;
- Eagan, MN – Mainframe Processing;
- Denver Financial Center – Office of Financial Systems;
- Hazard, KY – Low Doc Processing Center;
- Sacramento, CA – Primary Loan Processing Center;
- Little Rock, AK – Commercial Loan Servicing Center;
- Fresno, CA – Commercial Loan Servicing Center;
- Santa Ana, CA – Home Loan Servicing Center;
- El Paso, TX – Home Loan Servicing Center;
- Birmingham, AL – Home Loan Servicing Center; and
- Herndon, VA - National Guaranty Purchase Center.

**Figure 9: Primary Infrastructure Locations**



Additionally, SBA field services are delivered through a network of 10 Regional, 13 Branch, and 69 District Offices throughout the United States and its major territories, as well as four Disaster Area offices.<sup>20</sup>

<sup>20</sup> Office of Field Operations

### **8.2.1 Initiatives**

*The initiatives discussed in this section enable the following business strategies:*

- *Enable efficient and effective communications and information sharing across the Agency by adopting industry standards that foster interoperability and interconnectivity. (Strategic Goal 4)*
- *Reengineer business processes related to mobilizing field resources, reducing paper-driven processes, creating greater opportunities for private sector involvement in business processes. (Strategic Goal 4)*
- *Provide seamless financial analysis, reporting and management capabilities. (Strategic Goal 4)*
- *Develop streamlined audit process to improve integrity of financial reporting. (Strategic Goal 4)*
- *Provide innovative solutions (i.e., electronic government) to internal Agency staff and external customers and resource partners. (Strategic Goal 4)*
- *Maintain the Agency's information confidentiality, integrity, and availability through the implementation of a secure infrastructure and the enforcement of security policies and procedures. (Strategic Goal 4)*
- *Develop the tools to support Agency change management processes and policies. (Strategic Goal 4)*
- *The Office of the Chief Information Officer (OCIO) will be focused both internally and externally on maximizing service delivery while minimizing the cost of operations. (Strategic Goal 4)*

#### **8.2.1.1 Develop a more integrated solution to the Loan Accounting System and its related subsystems**

The single biggest challenge facing the SBA is the modernization of the loan accounting process, where the Loan Accounting System is the central hub. This mainframe-based system has been in place for approximately 40 years and significantly contributes to the amount of manual processes in place.

The OCIO will work with the entire Agency to design a more integrated solution that provides increased functionality throughout the loan lifecycle, as well as more robust and user-friendly capability. This will streamline the process by providing more automation throughout the process, reducing data entry redundancies, and allowing real-time updates and inquiry of loan data.

The OCIO will assist the SBA in conducting the business process re-engineering (BPR) study, helping evaluate the entire loan making process for the 504 program. The SBA is currently looking at reducing the number of unnecessary or repetitive tasks, streamlining the process, and finding where the Agency can reduce its interactions with the lenders, without increasing the government's risk. The OCIO will apply its EA modeling process and templates to document the future state Loan Accounting business, data, application, and infrastructure architectures. The future state architecture will then be used to determine an implementation roadmap enabling the OCIO to embark on the modernization effort for the Loan Accounting System.



### ***8.2.1.2 Support efforts to improve the systems/mechanisms that commercial Federal credit lending partners currently use to meet Federal reporting requirements during the loan lifecycles***

The SBA is leading an interagency Government-to-Business (G2B) workgroup to develop best practice recommendations on the technologies, systems and processes for lenders to use in transmitting data/reports to Federal agencies. The G2B group is working to identify specific opportunities for interagency resource sharing and G2B reporting synergies, such as streamlining data-reports, isolating reporting inefficiencies, developing common data definitions and providing a more uniform interface for conducting business with the government. In FY 2004, the workgroup conducted a pilot test with lending partners on these best practices, and in FY 2005 the working group plans to expand the implementation further. The OCIO will continue to support the Agency's participation in this workgroup.

### ***8.2.1.3 Develop requirements and acquire an Electronic Records Management system***

The OCIO will develop an Electronic Records Management (ERM) Implementation Plan that will enable the Agency to effectively support electronic record collection, their organization, categorization, storage, metadata capture, physical record tracking, retrieval, as well as use and disposition. The ERM implementation plan will include phases to identify user needs and ERM system requirements.

### ***8.2.1.4 Provide adequate systems and technical assistance to support an increase in the rate of telecommuting to mandated levels***

The telecommuting infrastructure is in place, but users of this infrastructure have reported it to be cumbersome and even an obstacle to their productivity. This impression that telecommuting will hinder productivity limits adoption of telecommuting Agency-wide. Therefore, the OCIO will identify the root cause of these issues and resolve them technically and/or by providing greater user education and assistance. Also, the OCIO will support the adoption of telecommuting among its own personnel, which will contribute to the SBA's goal of increasing telecommuting participation and more efficiently utilizing Agency resources.

### ***8.2.1.5 Implement a web content management tool to allow for more autonomy over internet updates for programs and offices***

Currently, the Program and Administrative offices are required to go through the OCIO for all internet and intranet content updates. This process creates bottlenecks and leads to multi-day delays in content availability.

As a result, the OCIO and the Office of Communication and Public Liaison (OCPL) will investigate and select web content management strategies and tools. The investigation will lead to an implementation of an enterprise content management solution. The OCIO's goal is to enable business user autonomy over internet content updates.

### ***8.2.1.6 Analyze the infrastructure needs across the SBA network, including telecommunications upgrades in field offices and server consolidation***

As the SBA and the OCIO move towards a more customer-centric organization, the OCIO will ensure that all offices have secure, reliable IT services. Services like telecommunications, internet access, and e-mail are mandatory for doing business. Providing a solid infrastructure is also necessary for the OCIO to continue to establish and maintain trust with the SBA office and programs.

The OCIO will analyze the current infrastructure for reliability, collect requirements and identify opportunities to upgrade, and identify redundancies so that operations can be consolidated. The OCIO will work with the field offices to consolidate server management and related hardware purchases under the responsibility of OCIO. Additionally, policies for IT purchases by non-OCIO groups will be clearly defined, implemented and enforced so that any non-OCIO hardware and software applications are inventoried and managed centrally.



### 8.3 Data Analysis and Transformation Capabilities

The SBA manages a large volume of data, much of it created by events that occur outside the enterprise boundary. This situation creates challenges to managing this data and providing access across the Agency. The OCIO will promote an integrated view of the SBA's data resources through development of data analysis and transformation capabilities.

#### 8.3.1 Initiatives

*The initiatives discussed in this section enable the following business strategies:*

- *Monitor and measure the value of SBA's financial, educational, counseling and training programs in increasing the capability of entrepreneurs to become a start-up business and the capacity of those start-ups to survive better than the national average. (Strategic Goal 2)*
- *Develop capabilities for data analysis, data transformation, and data mining, and establish a data architecture repository including metadata. (Strategic Goal 4)*
- *Develop the capability to follow a customer through the lifecycle – from prospective to start-up through growth into a mature business. (Strategic Goal 4)*
- *Develop the tools to support Agency change management processes and policies. (Strategic Goal 4)*

##### 8.3.1.1 Provide a single view of the customer

Several program offices and administrative offices have the same or similar need to view all SBA interactions with a customer throughout that customer's lifecycle. This is currently not possible given the disconnected and disparate systems used across the Agency. While security and privacy requirements would need to be met, many Agency processes would be streamlined by the existence of a (secure) single view of the customer. Increasing SBA's ability to consolidate and centralize client data is the key to developing or changing ongoing program policy to make it more effective and customer-centric.

The OCIO will utilize its emerging data management program (see below) to identify appropriate data subject areas, business owners for each area, and identify appropriate applications as "books of record" for each subject areas (primary source of that subject area). The OCIO will identify, design, and build common services for each data subject area and make those services available for use by applications outside that data subject area. These common services would enforce appropriate security and privacy mandates ensuring that data is shared appropriately.

During this process, the OCIO will continue to work with the relevant offices within the SBA to ensure that any issues related to providing a single view of the customer are addressed.

##### 8.3.1.2 Establish a formal data management program

The OCIO will define and communicate common data definitions for enterprise data. To accomplish this, the OCIO will establish a formal data management program (managed through the Enterprise Information Management office in the EA Program Office), where consistent use of data elements results in increased data integrity, better and more consistent reporting, and the ability to use existing infrastructure components rather than creating new components.

The OCIO will work with internal and external subject matter experts to address the people, processes and technology required to manage data across the Agency. The formal data management program will develop and/or enforce standards and policy for:

- data strategy - transactional versus operational versus analytical (e.g. EIS);



- data access;
- accuracy;
- availability;
- data quality;
- certification/authenticity;
- completeness;
- integrity;
- redundancy;
- timeliness;
- semantics;
- normalization standards;
- synchronization;
- consolidation;
- data classifications;
- data and metadata models;
- interfaces;
- security and privacy;
- industry information;
- data retention;
- legal implications; and
- establishing enterprise information management (EIM) training.

### 8.4 IT Security and Privacy<sup>21</sup>

The SBA must safeguard the data it collects and maintains. IT Security includes the integrated planning framework and unified approach to developing and implementing security policies, procedures, and plans. All parties in electronic transactions must believe that using electronic means to carry out private and/or sensitive transactions, such as providing regulatory data, applying for a grant, or requesting certification to participate in SBA programs, will be conducted in a manner that ensures information is protected.

The following initiatives describe the OCIO's plans to address protection of government assets involved in all SBA transactions. The OCIO will protect and defend information and information systems by ensuring confidentiality, availability, integrity, certification and authentication, and non-repudiation.

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<sup>21</sup> IT security and privacy are discussed together in this section because the two topics are related, even if the activities of IT security are carried out by the OCIO's Office of Information Security and the activities to protect user privacy are carried out by the Office of Freedom of Information and Privacy. Privacy is also referenced in FISMA Section 3542 (b): "The term 'information security' means protecting information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to provide—...(B) confidentiality, which means preserving authorized restrictions on access and disclosure, including means for protecting personal privacy and proprietary information..."



### 8.4.1 Initiatives

*The initiatives discussed in this section enable the following business strategies:*

- *Maintain the Agency's information confidentiality, integrity, and availability through the implementation of a secure infrastructure and the enforcement of security policies and procedures. (Strategic Goal 4)*
- *Deliver SBA's internal core businesses online (e.g., procurement, travel, training, human resources). (Strategic Goal 4)*

#### 8.4.1.1 Develop an SBA enterprise security architecture

The OCIO and other pertinent IT-related personnel will work together to develop and implement a security architecture that addresses SBA security requirements. The security architecture will provide capabilities to control and account for activities conducted within SBA computer systems. All systems must adhere to Congressional, OMB, National Institute of Standards and Technology (NIST), General Services Administration (GSA), and Agency policies. Among the requirements, each system must:

- be certified and accredited;
- have its own management and technical audit trail system;
- have its own back-up and recovery procedures;
- have its own access controls procedures; and
- have its own change control system to track and report all system related activities.

The OCIO will manage efforts to standardize requirements for telecommuting, such as ensuring that remote connection solutions do not compromise user passwords.

#### 8.4.1.2 Fully implement an effective cyber-security management program

Technology has brought benefits to the SBA, but it has also brought increased vulnerabilities and threats. Because of the very nature of an open environment, SBA's risk of information loss and compromise is greater. As technology becomes more sophisticated, so do the people who may have malicious intent. As well, legitimate users can accidentally delete files or wander into areas of the SBA's business that should be off-limits.

The OCIO will lead an effort to implement an OMB approved cyber-security management program to protect SBA customers and services. The OCIO will ensure that the program meets all the Federal Information Security Management Act (FISMA) mandates including the development and enforcement of enterprise policies, audit procedures, risk management, intrusion detection, incident reporting, training and change management controls.

#### 8.4.1.3 Ensure that all SBA IT systems are certified and accredited

OCIO will certify and accredit each SBA IT system and also enforce the certification and accreditation process on all new SBA IT systems and systems under development. In addition, OCIO will continue to re-certify all systems within the timeframe specified by law.

#### 8.4.1.4 Complete development of the Agency's Continuity of Operations Plan (COOP)

The OCIO will complete the development of the Agency's COOP. This plan establishes the roadmap that provides SBA policy guidance for the COOP. Also, the OCIO will expand upon the existing COOP Testing Program to include the Business Resumption Plans (BRPs) developed by the Program Offices within HQ and Field Offices.



As part of the COOP plan, the OCIO will investigate technological alternatives to minimizing down time for its customer-facing applications. Alternatives should include a more robust hot-site backup capability.

### ***8.4.1.5 Expand charter of the IT Security Council***

In collaboration with key stakeholders, the OCIO will be expanding the existing council's charter to ensure that the proper security and privacy policies, procedures, and oversight are in place throughout the Agency. As part of this expansion, the Council would have membership on all governance boards and would provide the required approval on all issues related to IT security and security management.

### ***8.4.1.6 Develop a Public Key Infrastructure (PKI) plan and an electronic signature policy***

The OCIO will work with the business and Office of the General Counsel to develop electronic signature policy and guidance and assist in the determination of target security performance levels. The OCIO will facilitate the determination of security and privacy sensitive services and the appropriate level of security for those services.

In support of the overall electronic signature policy, the OCIO is in the process of developing a PKI plan including the objectives, acquisition strategy, responsibilities, schedules, and management controls to manage the PKI effort.

## **8.5 Supporting E-Government Solutions**

The SBA OCIO will provide an infrastructure that facilitates a seamless, secure, and reliable interface to the SBA's employees, customers, and resource partners. In addition to the infrastructure initiatives, the Agency must continue to support the development of SBA's customer service plans through enhanced data quality and replacement of legacy information systems with integrated web-based systems. In doing so, the SBA will develop a scalable and flexible technology foundation that will support the customer-centric e-Government systems and initiatives.

Beyond these infrastructure efforts, the OCIO will continue to meet key milestones to comply with the Expanding E-Government initiative and President's Management Agenda. In the ongoing effort to maintain the "green" level of performance, OCIO will also continue to respond to additional scorecard evaluation criteria related to cost/schedule/performance adherence, as outlined in OMB's August 23, 2004 memorandum.

The OCIO will focus on key areas for effective IT management such as Government Paperwork Elimination Act (GPEA), EA, FISMA, and business case development as well as on network efficiency, reliability, and capacity to ensure support of our e-Government projects.

Efforts continue across the Agency to identify e-Government initiatives to streamline processes and improve customer service. This has necessitated the review of all initiatives so that initiatives with cross-Agency impact, rather than stovepipe improvements, will be emphasized, while short-term initiatives with high benefit and quick turnaround will also be prioritized.

### **8.5.1 Initiatives**

*The initiatives discussed in this section enable the following business strategies:*

- *Provide small businesses the information they need to succeed. (Strategic Goal 1)*
- *Develop “one-stop shop” components for delivery of information to small businesses. These components will be integrated into the multi-channel, electronic one-stop shop. (Strategic Goal 1)*
- *Ensure full and open competition to government contracts for small businesses. (Strategic Goal 1)*
- *Offer anytime, anyplace access to government services and information to small businesses. (Strategic Goal 1)*
- *Monitor and measure the value of SBA’s financial, educational, counseling and training programs in increasing the capability of entrepreneurs to become a start-up business and the capacity of those start-ups to survive better than the national average. (Strategic Goal 2)*
- *Focus on providing assistance to companies during “growth stages” to increase their likelihood of business sustainability. (Strategic Goal 2)*
- *Significantly increase successful small business ownership within segments of society facing competitive opportunity gaps. (Strategic Goal 2)*
- *Assist those affected by disasters obtain disaster related information from the first responders phase through to the recovery phase. (Strategic Goal 3)*
- *Reengineer business processes related to mobilizing field resources, reducing paper-driven processes, creating greater opportunities for private sector involvement in business processes. (Strategic Goal 4)*
- *Provide innovative solutions (i.e., electronic government) to internal Agency staff and external customers and resource partners. (Strategic Goal 4)*
- *Deliver SBA’s internal core businesses online (e.g., procurement, travel, training, human resources). (Strategic Goal 4)*
- *Collaborate with the private sector to sensitize and educate small businesses on the importance of the Internet to their survival and growth and methods of utilizing e- Commerce through distance learning tools, to create training and education programs with resource partners, and to advocate for infrastructure improvements and legislation that help small businesses get online. (Strategic Goal 4)*
- *Develop capabilities for data analysis, data transformation, and data mining, and establish a data architecture repository including metadata. (Strategic Goal 4)*

#### **8.5.1.1 Support program offices in the facilitation and collection of data through annual customer satisfaction surveys**

SBA believes that customer satisfaction ratings above 90 percent are key measures of whether it is offering programs with sufficient credibility to impact clients. How customers view the service they receive impacts their decision to go into business or, if already in business, make management changes and decisions which will help their companies grow. The confidence the client has in the counselor impacts the credibility of the counseling being offered. Taking an annual reading of customer confidence is essential to SBA’s ability to offer relevant and useful programs and services. The OCIO will support these customer satisfaction efforts.



### **8.5.1.2 Expand the use of electronic counseling**

The OCIO will support the Agency in an effort to create a stronger linkage between SBA loan programs and the counseling programs, effectively integrating both efforts, so that those entrepreneurs receiving loans are aware of all of the services available.

### **8.5.1.3 Participate in cross-Agency e-government initiatives**

To promote and implement a Government-wide e-Government vision, the President's E-Government agenda identified cross-Agency initiatives from various agencies. Agencies are encouraged, and in some cases mandated, to migrate from Agency-specific solutions to these e-Government solutions, and in most cases, to integrate with these cross-Agency solutions.

The goals are to improve all stakeholder interactions with the government and to reduce overall government expenditures through investments in shared solutions. OCIO participates in 19 of these initiatives, varying from Managing Partner, to Partner, to Customer. Appendix D – SBA Participation in OMB e-Government Initiatives contains a list of e-Government initiatives and identifies SBA's role and the current status of each initiative.

The SBA is the Managing Partner for the Business Gateway initiative ([www.business.gov](http://www.business.gov)). The Business Gateway will provide a single access point for all the government services and information needed to start, run, and grow a business. In addition, this initiative will create a single electronic forms management infrastructure across government, including development of component enterprise architecture.

### **8.5.1.4 Support internal e-government initiatives**

SBA has embraced Internet technologies and executes many aspects of its operations in a manner consistent with the E-Government Guiding Principles. Each initiative directly supports the President's Management Agenda as well as the SBA goals and objectives.

SBA has identified over fifty current systems and projects, as well as planned initiatives that are representative of the E-Government Objectives. The E-Government objectives instruct agencies to implement citizen-focused services, increase access to services, create efficiencies (do more with less), share resources across agencies, eliminate redundancies, and implement solutions that take advantage of private sector and partner resources. All of the initiatives listed in Appendix E – SBA Internal e-Government Initiatives are referenced from the 2004 E-Government Program Plan and Agency interviews.



# 9 Conclusion

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This document outlines IT initiatives across four interrelated IT categories:

- IT Strategy and Business Alignment;
- IT Organization and Skills;
- IT Management and Governance; and
- Technology and Architecture.

When the IT initiatives are fully implemented over the next five years, the OCIO will have provided world-class support of the Agency's mission, goals, objectives, and strategies. The OCIO will also have remained aligned with any changes in Agency direction; made significant progress in maturing the enterprise architecture; transformed itself into a high-performance customer-focused organization with an appropriately-skilled, highly-motivated and responsive IT workforce; evolved management and governance processes; facilitated information flow across the Agency; maximized the performance of the Agency's applications and infrastructure; and strengthened IT security and privacy.

Many steps are necessary to arrive at that future. This document represents the first step of a continual process that requires collaboration and communication across the Agency, and serves as the baseline for guiding the OCIO in support of the Agency.

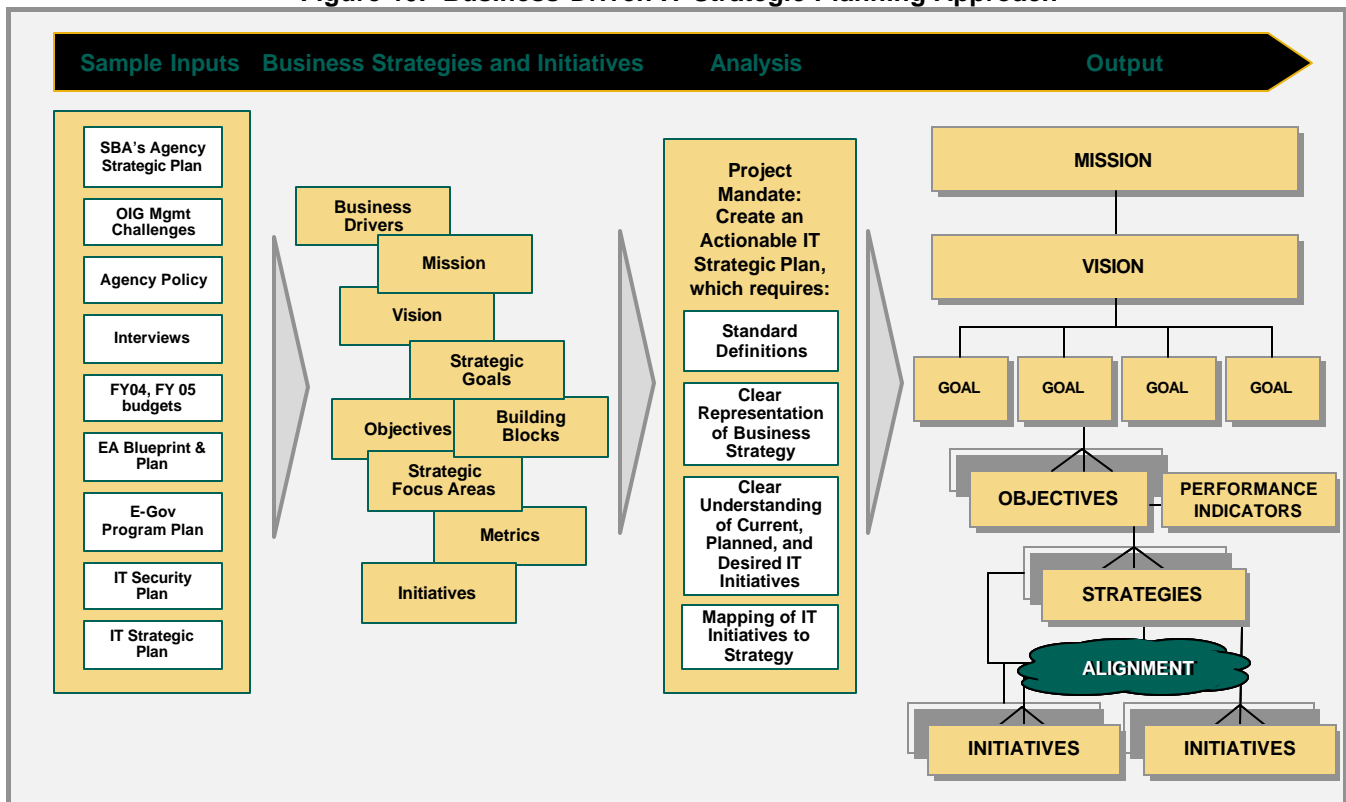
The immediate next steps to begin executing against this baseline include:

- With the enactment of the FY 2005 appropriation and submission of the FY 2006 budget, developing an operating plan with performance indicators, milestones, and key dates, and a corresponding scorecard/dashboard to report and monitor progress;
- Prioritizing competing business and IT demands in a resource-constrained environment, which includes gaining agreement of priorities from key stakeholders;
- Integrating those priorities into the IT governance processes;
- Transforming existing strategic plans that are now incorporated in this IT Strategic Plan into detailed planning documents;
- Analyzing the path forward toward an infrastructure that can meet or exceed performance metrics at all levels of delivery, for example, from the operational level of performance to performance in supporting the Agency's mission, goals, and objectives; and
- Building an IT workforce development plan that outlines target activities and milestones to achieve certain skillsets and resources, and provides clear justification for this ongoing investment.

## Appendix A – Business-Driven IT Strategic Planning Framework Detail

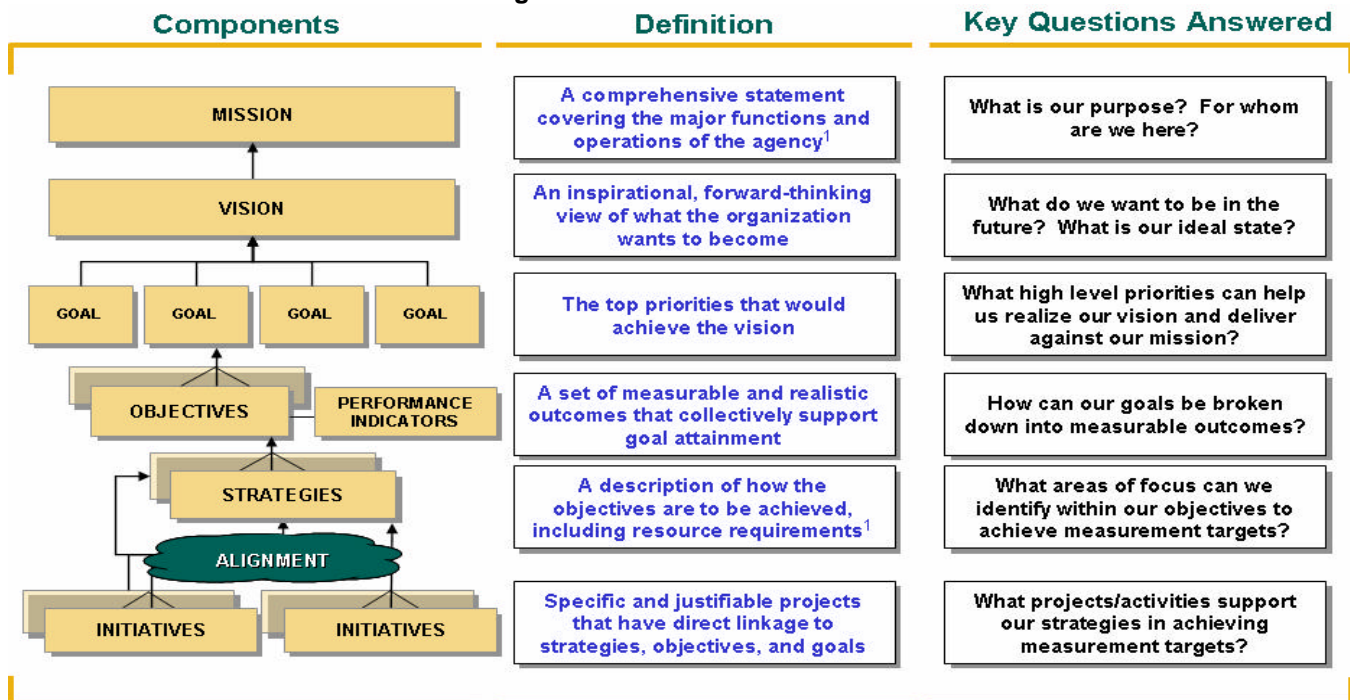
The business-driven strategic planning process included identifying the most comprehensive set of the Agency's planned and long-term initiatives, strategies, objectives, and goals across a number of strategic planning documents. An overview of the approach is depicted in Figure 10: Business-Driven IT Strategic Planning Approach.

**Figure 10: Business-Driven IT Strategic Planning Approach**



Clarifying terms became a critical step in the process, due to the number of strategic planning documents within the SBA. While the SBA's Agency Strategic Plan formed the basis for the IT Strategic Plan update, other documents which needed to be understood introduced unique terms. Figure 11: Definition of Terms outlines the definitions used in this document.

**Figure 11: Definition of Terms**



1. Source: Government Performance Results Act

Once the Agency's mission, vision, and goals, as outlined in the SBA's Agency Strategic Plan, were well understood, each goal was then associated with a set of Agency objectives, which are measurable and linked to performance indicators. Objectives were explicitly linked to strategies. Then, specific IT initiatives were screened and prioritized for their relevance to business needs.

During the process, all components were analyzed and rationalized based on current business drivers and needs and discussions with key business and support stakeholders. The result of this process formed the basis for linking the IT initiatives outlined in this IT Strategic Plan.



## Appendix B – Legislative References

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The following statutes and regulations have been addressed in the IT Strategic Plan.

1. Small Business Act
2. Small Business Investment Act
3. President's Management Agenda (PMA)
4. Government Performance and Results Act (GPRA)
5. Paperwork Reduction Act (PRA)
6. Clinger-Cohen Act (CCA)
7. E-Government Act
8. Federal Information Security Management Act (FISMA)
9. Government Paperwork Elimination Act (GPEA)
10. Government Management Reform Act (GMRA)
11. Federal Financial Management Improvement Act (FFMIA)
12. Office of Management and Budget Circular No. A-130
13. Office of Management and Budget Circular No. A-11



## Appendix C – Mapping of IT Initiatives

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The following tables detail the:

1. Mapping of IT Initiatives to SBA's Agency Strategic Goals
2. Mapping of SBA's Agency Strategic Goals to Agency Business Strategies to IT Initiatives



## Appendix D – SBA Participation in OMB e-Government Initiatives

### Initiative Status Definitions:

- Planning: A capital project (investment) in the process of being coordinated and estimated for timing, cost, feasibility, benefits, etc., but has not started development
- Development: A capital project (investment) that has commenced but has not reached implementation
- Mixed Lifecycle: A capital project (investment) that spans multiple capital programming phases, i.e. has both planning and development/modernization/enhancement (DME) or steady state components
- Steady State: A capital project (investment) that has been completed and is being maintained

SBA Role	OMB e-Government Project	Description	Status
Managing Partner	Business Gateway (SBA)	Business.gov - Reduces the burden on businesses by making it easy to find, understand, and comply (including submitting forms) with relevant laws and regulations at all levels of government.	Mixed Lifecycle
Partner	Disaster Management (FEMA)	Disasterhelp.gov - The single access point to obtain disaster information in an easy to use and customer friendly location. Further, the site will help users obtain disaster related information from the first responders phase to the recovery phase.	Website is complete; waiting for direction from FEMA
Partner	GovLoans (DOED)	eLoans - The single access point for citizens to locate loans. Overall goal is to improve the efficiency and reduce the burden of loan programs.	Mixed Lifecycle
Partner	Expanding Electronic Tax Products for Businesses (TREAS)	Reduces the number of tax-related forms that businesses must file, provides timely and accurate tax information to businesses, increases the availability of electronic tax filing, and models simplified federal and state tax employment laws.	Complete - No additional involvement from SBA



## SBA INFORMATION TECHNOLOGY STRATEGIC PLAN

SBA Role	OMB e-Government Project	Description	Status
Partner	Grants.gov (HHS)	Grants.gov - The single access point for grant makers and grant applicants/awardees to enter, receive and administer grant related activities.	Steady State
Partner	Integrated Acquisition Environment (GSA)	The single access point of registration and validation of supplier data accessed by all agencies; central point for the consolidated collection and the access of procurement information. Reduced costs/increased visibility of intergovernmental transactions. Comprised of several smaller subsystems that collectively make up the IAE.	Mixed Lifecycle
Partner	International Trade Process Streamlining (DOC)	Export.gov - Makes it easy for Small and Medium Enterprises (SMEs) to obtain the information and documents needed to conduct business abroad. SBA's role is to implement a cross-Agency content management system for export.gov.	Planning - MOU signed summer 2004
Partner	Online Rulemaking (EPA)	Allows a citizen to easily access and participate in a high quality, efficient rule making process. Improves the access to and quality of the rulemaking process for individuals, businesses, and other government entities while streamlining and increasing the efficiency of internal Agency processes.	Mixed Lifecycle
Customer	E-Authentication (GSA)	Minimizes the burden on businesses, the public, and government when obtaining services online by providing a secure infrastructure for online transactions, eliminating the need for separate processes for the verification of identity and electronic signatures.	Mixed Lifecycle
Customer	E-Clearance	Streamlines and improves the quality of the current security clearance process.	Planning - Migration Plan complete by 8/30/04
Customer	Enterprise OHCM	Streamlines and automates the	Mixed Lifecycle -



## SBA INFORMATION TECHNOLOGY STRATEGIC PLAN

SBA Role	OMB e-Government Project	Description	Status
	Integration (OPM)	electronic exchange of standardized OHCM data needed for creation of an official employee record across the Executive Branch. Provides comprehensive knowledge management workforce analysis, forecasting, and reporting across the Executive Branch for the strategic management of human capital.	No decision made by SBA to participate
Customer	E-Payroll (OPM)	Consolidates 22 federal payroll systems to simplify and standardize federal human resources/payroll policies and procedures to better integrate payroll, human resources, and finance functions.	Steady State
Customer	E-Records Management (NARA)	Develop requirements for and acquire an electronic records management system	Unknown
Customer	E-Training (OPM)	Provides a single point of access for online training and strategic human capital development solutions for all federal employees, reducing instructor and travel costs and improving human capital management.	Mixed Lifecycle
Customer	E-Travel (GSA)	Provides a government-wide Web-based service that applies world-class travel management practices to consolidate Federal travel, minimize cost and produce superior customer satisfaction. The E-Travel Service will be commercially hosted to minimize technology costs to the government and guarantee refreshed functionality. From travel planning and authorization to reimbursement, end-to-end service will leverage administrative, financial and information technology best practices to realize significant cost savings and improved employee productivity.	Unknown
Customer	Geospatial One-Stop	Provides federal and state agencies with single-point of	Mixed Lifecycle



## SBA INFORMATION TECHNOLOGY STRATEGIC PLAN

SBA Role	OMB e-Government Project	Description	Status
	(DOI)	access to map-related data enabling consolidation of redundant data.	
Customer	Recruitment One-Stop (OPM)	USAJobs.gov - Outsources delivery of USAJOBS Federal Employment Information System to deliver state-of-the-art online recruitment services to job seekers including intuitive job searching, online resume submission, applicant data mining, and online feedback on status and eligibility.	Steady State
Customer	USA Services (GSA)	CRM - Develop a multi-channel customer relationship management capability for the Federal government. The goal of the project is to route correspondence from a citizen to the proper Agency with an integrated case management function.	On Hold - Feasibility study underway



## Appendix E – SBA Internal e-Government Initiatives

### Initiative Status Definitions:

- **Planning:** A capital project (investment) in the process of being coordinated and estimated for timing, cost, feasibility, benefits, etc., but has not started development
- **Development:** A capital project (investment) that has commenced but has not reached implementation
- **Mixed Lifecycle:** A capital project (investment) that spans multiple capital programming phases, i.e. has both planning and development/modernization/enhancement (DME) or steady state components.
- **Steady State:** A capital project (investment) that has been completed and is being maintained

Project	Description	Status
8(a) Certification Tracking System (CTS)	This initiative tracks customers applying for 8(a) certification and provides ready access to status information.	Steady State
8(a) Internet Application Form	This initiative will provide an Internet application for certification of applicants under the 8(a) Business Development and Small Disadvantaged Business (SDB) programs.	Mixed Lifecycle
ADVO - Re-design Advocacy Site	ADVO - Re-design Advocacy Site	Development
Alternative Work Site	Tracks off-site locations for alternative work sites - the Workforce Transformation effort (OFO).	On Hold - Waiting for approval on concept of alternative worksites
Automated Disaster Alerts	Automation of web alerts for disaster assistance.	Development
BusinessLaw.Gov	Web-Based small business legal assistance system	Mixed Lifecycle
Calendars of SBA events	Delivers lists of SBA events	Steady State
Calendars of SBA public training events	Delivers lists of SBA-sponsored training events nationwide	Steady State
Calendars- SBA Conf Rooms	Delivers scheduling for HQ conf rooms	Steady State
Calendars- Training Room	Delivers lists of Internal SBA Training events	Steady State



## SBA INFORMATION TECHNOLOGY STRATEGIC PLAN

Project	Description	Status
Commercial Marketing Representatives System	Helps CMRs track large prime contractors assistance to small businesses in identifying and obtaining subcontracts.	Steady State
Correspondence Tracking System	Administrative system, tracking SBA correspondence requiring a formal Agency reply.	Steady State
Disaster Loan Application (www.sba.gov/disaster/loans.html)	Paperless Disaster loan application. When completed, this process will allow victims of natural disasters to complete their SBA paperwork online (in progress).	Steady State
Disaster Credit Management System (DCMS)	An electronic loan application & tracking, approval, and servicing system.	Mixed Lifecycle
Disaster Survey	Measures customer satisfaction with disaster loan applicants.	Steady State
Electronic Records Management	Institute an electronic records management program for the Agency.	Planning
Element K	Training application.	Steady State
Entrepreneurial Development Management Information System (EDMIS)	EDMIS is a centralized data collection and reporting system for Entrepreneurial Development programs and resources. Collects, analyzes and reports on performance measurements and impact.	Steady State
Entrepreneurial Development Management Information System II (EDMIS II)	EDMIS II is a centralized data collection and reporting system for Entrepreneurial Development programs and resources. Collects, analyzes and reports on performance measurements and impact.	Development
ESRI GIS Mapping System	Agency-wide online mapping visualization tool.	Steady State
ETran (Electronic Lending)	ETran is a system for SBA lending resource partners to electronically submit loan guaranty requests.	Steady State
Export Training & Assistance Program for International Trade Promotion (ETAP)	This initiative will expand SBA's promotion of small business exports by establishing an online Export Training and Assistance Program for international trade promotion. The online ETAP will create an Internet website that will provide technical assistance.	Steady State
Federal and State Technology Partnership Program (FAST)	Federal and State Technology partnership program to promote sharing of resources and elimination of redundant cross-government resources.	Mixed Lifecycle
Frequently Asked Question (FAQ)	Delivers searchable FAQs for SBA's web customers.	Steady State



## SBA INFORMATION TECHNOLOGY STRATEGIC PLAN

Project	Description	Status
Guaranty Purchase Tracking System (GPTS)	Will allow processing centers and districts to monitor loan purchase activities.	Steady State
Glossary of Terms	Delivers glossary of terms for SBA's web customers.	Steady State
HUB Zone Procurement Monitoring System	Monitors all HUB Zone procurement activities and provides online access to status.	Steady State
HUB Zone System	Hub Zone (Internet/Intranet) provides online application processing, reporting certification, and administration of the HUB Zone Empowerment Contracting Program.	Steady State
Investigations Management Information System (IMIS)	IMIS tracks and monitors work being done on investigations	Development
Jeopardy	Delivers web-based learning tool for SBA's web customers	Steady State
Litigation and Liquidation Tracking System	Provides a method of tracking litigation and liquidation activities associated with a loan using the loan accounting data base to obtain current loan information. Activities include liquidation/litigation status, liquidation/litigation action plan, and collateral.	Steady State
Online Security Training	Procured ASP Web based Security training courses; The service provides security training facilities for SBA employees.	Steady State
Online Women's Business Center (onlinewbc.gov)	SBA online women's business centers.	Steady State
Partner Identification Management System (PIMS)	The PIMS system is a WEB-enabled module providing online access to information on SBA lenders (banks, non-banks) and other SBA resource partner information.	Steady State
PC-DOCS	Customized COTS electronic Document Management System for OGC	Steady State
Place-Based Loan Tracking System	Supports the SBA National Goals process for the Regional and District offices.	Steady State
Procurement Center Representative Information System (PCRIS)	Government contracting system maintains records on activities related to major government procurement shops meeting their small business contracting goals.	Steady State



## SBA INFORMATION TECHNOLOGY STRATEGIC PLAN

Project	Description	Status
Procurement Center Representative Tracking System (PCR)	Designed to help PCRs track large business Federal procurement awards for small businesses. Maintains records on activities related to major government procurement shops meeting their small business contracting goals	Steady State
Property for Sale	Online list of all SBA controlled properties for customer access.	Steady State
SBA Execution Scorecard	Tracks individual SBA Office performance as it relates to SBA Management Goals for the year.	Steady State
SBA Intranet (yes.sba.gov)	SBA's Intranet	Steady State
SCORE Home page (www.score.org)	SBA resource partner that provides online counseling.	Steady State
SDB Online Application	Cross-program and intra-Agency certification / information	Steady State
SBDC-NET - National Information Clearing House (sbdcnets.utsa.edu/)	Small Business Development Centers (SBDC) national information clearing house. SBA resource partner site that provides training and technical assistance information from SBDC's across the country.	Steady State
Servicing and Contracts System (SACS)	SACS/MEDCOR system stores business demographics for 8(a) firms, including contracts received and filing of annual reports.	Steady State
Small Business Source System (SBSS - successor to PRO-Net)	The Small Business Source System, which supersedes the Procurement Marketing and Access Network (PRO-Net), serves as the authoritative data source for HUB Zone, 8(a), and small disadvantaged business certification information for the Integrated Acquisition Environment's Central Contractor Registration/Business Partners network.	Steady State
Small Business Training Network (SBTN)	Will offer a variety of online courses and/or training modules. Offerings will be developed by SBA, other government Agency resources (SBDCs, DOL, DOD, EPA, etc.), and cosponsors (academic institutions and corporations).	Planning
Small Disadvantaged Business Tracking System	Tracks registered companies and provides information on expertise, location and point of contact.	Steady State



## SBA INFORMATION TECHNOLOGY STRATEGIC PLAN

Project	Description	Status
Sub-Contracting (PAS)	Government contracting system maintains statistics on government-wide subcontracting to small businesses.	Steady State
Sub-Net Subcontracting Network (SUBNET)	Prime contractors and federal, state & local governments use SUB-Net to post subcontracting opportunities. These may or may not be reserved for small business, and they may include either solicitations or other notices.	Steady State
Surety Bond Guarantee (SBG)	Surety Bond Guarantee/Preferred Surety Bond Guarantee (SBG/PSB - Client/Server and Internet) supports reporting the Surety and Preferred Bond Guarantee program and financial information.	Steady State
SBG Web Application	Provide the SBG web application over the internet	Planning
Technical Resource Network (Tech-Net)	Tech-Net is a free electronic gateway of technology information and resources for and about small high tech businesses. It is a search engine for researchers, scientists, state, Federal and local government officials, a marketing tool for small firms and	Steady State
Trade Mission Online (TMO)	TM Online is a web-based system and database of U.S. small businesses that seek to export their products. To be included in this database, a U.S. small business must first register its company and export information. TM Online is also a search engine for	Steady State
Women's Business Portal	With DOL, a one-stop federal resource for women entrepreneurs.	Steady State
Women-21st Century (www.women-21.gov)	With DOL, a one-stop federal resource for women entrepreneurs.	Steady State
District Office Tracking System	Will allow HQ Field Operations to monitor field office progress on their transformation effort.	Development